

Prepared by:

Industrial Psychology Center
Institute of Psychology
University of Montreal

With the assistance of:

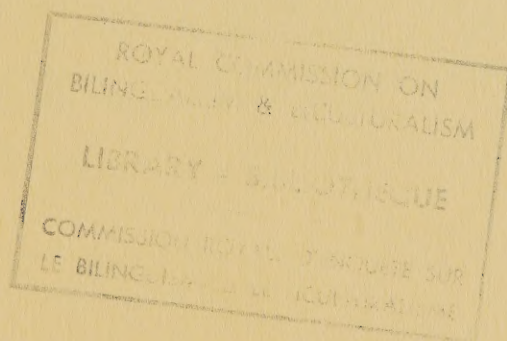
Graduate School of Business
McGill University

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Questionnaire on industrial leadership



PLEASE RETURN TO:

INDUSTRIAL PSYCHOLOGY CENTER,
INSTITUTE OF PSYCHOLOGY,
UNIVERSITY OF MONTREAL, P.O. BOX 6128, MONTREAL, P.Q.

Dear Sir:

We are conducting an important research project concerned with the attitudes and viewpoints of business managers and supervisors, as well as business and commerce students, toward certain aspects of business and industry in Canada.

The purpose of the survey is to study and analyze differences and similarities between French-speaking and English-speaking Canadians with regard to business policies and practices. The study is one among many other research projects supported by the Federal Government's Royal Commission on Bilingualism and Biculturalism.

We are asking for your cooperation in this survey. Please answer all questions. The questionnaire should take about two to two and one-half hours to answer.

We can assure you that your answers will be held in strictest confidence and that they will not be revealed to anybody at any time. Therefore, you should feel free to answer frankly. Please give your own opinion and not what you believe is "expected" of you or how you "should" answer.

Regarding the questionnaire, we would like to make a few points to help you to answer it.

1. Use either a pen or a pencil. If you use a pencil, please press hard so that your answers will be clearly registered.
2. If you make a mistake, be sure to erase or cross out the first answer that you have given before writing in the new answer.
3. Please do not skip any question. Though a few of them might seem unusual or even absurd, they are all important for the survey, so please give your first impression in such cases.
4. The type of questions asked varies from one part of the questionnaire to the other, but there will be an absolute minimum of writing. You will be asked to give your answers by putting an "X" beside one of a number of alternative answers or by writing a number. Before each group of questions, there will be instructions which will indicate how to proceed. Read all of these instructions with care, because, even though they often seem similar, they never are.

You will notice throughout the booklet sets of numbers appearing on a broken line as follows:

Example:

1 0 1 1

Please do not worry about these numbers or allow them to distract you. They are used for transcribing the data onto cards for electronic computers.

In the example above, the number on the first dash is used to identify the number of the computer card; the two following numbers identify the form of the questionnaire and the fourth indicates whether the questionnaire is in French or in English.

DO NOT WRITE YOUR NAME.

We are not interested in identifying any individual who answers this questionnaire. As we have already indicated, we are interested **only** in **group**, not individual results.

We thank you for your willingness to spend some time answering this questionnaire. Your answers will do much to help us in our research project.

Gilles A. Auclair, Ph.D.
Centre de Psychologie Industrielle
Université de Montréal

Claude Parant, M.A.
Centre de Psychologie Industrielle
Université de Montréal

William H. Read, Ph.D.
Graduate School of Business
McGill University

QUESTIONNAIRE 1

A number of job characteristics which are important to people at all levels of management have been identified. Some of these job characteristics will be more important to you than others. We would like to know which ones you presently consider more important and which ones you presently consider less important to you.

To obtain this information, we have listed below pairs of statements that describe these job characteristics. Look at the first pair listed below and ask yourself the following question:

"IF MY JOB COULD BE CHANGED IN ONLY ONE OF THESE TWO WAYS, WHICH CHANGE WOULD I PREFER?"

Receive a better salary ☐ **or** ☐ Have shorter working hours.

If you feel that in your job it would be more important to you to receive a better salary than to have shorter working hours, regardless of what the reason might be, then you would put an "X" next to the statement "Receive a better salary", as shown below:

Receive a better salary ☒ **or** ☐ Have shorter working hours.

If, on the other hand, you feel that in your job it would be more important to you to have shorter working hours than to receive a better salary, then you would put an "X" next to the statement "Have shorter working hours", as shown below:

Receive a better salary ☐ **or** ☒ Have shorter working hours.

Ask yourself the same question for each pair of statements:

"IF MY JOB COULD BE CHANGED IN ONLY ONE OF THESE TWO WAYS, WHICH CHANGE WOULD I PREFER?"

and answer accordingly. There will be many comparisons. Please treat each comparison separately. Do not try to remember your previous choices.

Some of these choices may seem difficult, but it is important that you answer each one, so please **do not skip any**. When you find a choice difficult to make, just use your first impression.

As this is not a test, there are no right or wrong answers. We just want to know which of these job characteristics presently is **most important** to you:

N.B.: IT IS VERY IMPORTANT THAT YOU:

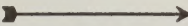
- 1. MAKE A CHOICE FOR EVERY COMPARISON.**
- 2. THAT YOU SELECT ONE AND ONLY ONE OF THE TWO JOB CHARACTERISTICS IN EACH COMPARISON.**

- | | | |
|---|-----------------|--|
| (1) Receive a better salary. <input type="checkbox"/> | or
11 | <input type="checkbox"/> Have shorter working hours. |
| (2) Have more opportunity to devote all my energies and personal resources to my work. <input type="checkbox"/> | or
12 | <input type="checkbox"/> Have more assurance that I can remain on this job as long as I want to. |
| (3) Have more attractive and pleasant physical work surroundings. <input type="checkbox"/> | or
13 | <input type="checkbox"/> Have more definite and regular working hours. |
| (4) Have fewer worries, tensions and troubles. <input type="checkbox"/> | or
14 | <input type="checkbox"/> Have more possibility of treating people as human beings, rather than as tools of production. |
| (5) Have fewer people to please, being less exposed to criticism. <input type="checkbox"/> | or
15 | <input type="checkbox"/> Have greater possibility of being appreciated for my work. |
| (6) Have more power and authority in my job. <input type="checkbox"/> | or
16 | <input type="checkbox"/> Have a better social security plan at work (pension, life insurance or health insurance plans). |
| (7) Being given the responsibility (i.e. being held responsible) for a greater number of important decisions. <input type="checkbox"/> | or
17 | <input type="checkbox"/> Receive a better salary. |
| (8) Have more opportunity for promotions. <input type="checkbox"/> | or
18 | <input type="checkbox"/> Have shorter working hours. |
| (9) Have more definite and regular working hours. <input type="checkbox"/> | or
19 | <input type="checkbox"/> Have more opportunity to devote all my energies and personal resources to my work. |
| (10) Have more possibility of treating people as human beings, rather than as tools of production. <input type="checkbox"/> | or
20 | <input type="checkbox"/> Have more attractive and pleasant physical work surroundings. |
| (11) Have greater possibility of being appreciated for my work. <input type="checkbox"/> | or
21 | <input type="checkbox"/> Have fewer worries, tensions and troubles. |
| (12) Have a better social security plan at work (pension, life insurance or health insurance plans). <input type="checkbox"/> | or
22 | <input type="checkbox"/> Have fewer people to please, being less exposed to criticism. |
| (13) Being given the responsibility (i.e. being held responsible) for a greater number of important decisions. <input type="checkbox"/> | or
23 | <input type="checkbox"/> Have more power and authority in my job. |
| (14) Receive a better salary. <input type="checkbox"/> | or
24 | <input type="checkbox"/> Have more opportunity for promotions. |
| (15) Have shorter working hours. <input type="checkbox"/> | or
25 | <input type="checkbox"/> Have more assurance that I can remain on this job as long as I want to. |
| (16) Have more opportunity to devote all my energies and personal resources to my work. <input type="checkbox"/> | or
26 | <input type="checkbox"/> Have more possibility of treating people as human beings, rather than as tools of production. |
| (17) Have more attractive and pleasant physical work surroundings. <input type="checkbox"/> | or
27 | <input type="checkbox"/> Have greater possibility of being appreciated for my work. |
| (18) Have fewer worries, tensions and troubles. <input type="checkbox"/> | or
28 | <input type="checkbox"/> Have a better social security plan at work (pension, life insurance or health insurance plans). |

- | | | |
|---|-----------------|--|
| (19) Have fewer people to please, being less exposed to criticism. <input type="checkbox"/> | or
29 | <input type="checkbox"/> Being given the responsibility (i.e. being held responsible) for a greater number of important decisions. |
| (20) Have more power and authority in my job. <input type="checkbox"/> | or
30 | <input type="checkbox"/> Receive a better salary. |
| (21) Have more assurance that I can remain on this job as long as I want to. <input type="checkbox"/> | or
31 | <input type="checkbox"/> Have more opportunity for promotions. |
| (22) Have more definite and regular working hours. <input type="checkbox"/> | or
32 | <input type="checkbox"/> Have shorter working hours. |
| (23) Have greater possibility of being appreciated for my work. <input type="checkbox"/> | or
33 | <input type="checkbox"/> Have more opportunity to devote all my energies and personal resources to my work. |
| (24) Have a better social security plan at work (pension, life insurance or health insurance plans). <input type="checkbox"/> | or
34 | <input type="checkbox"/> Have more attractive and pleasant physical work surroundings. |
| (25) Being given the responsibility (i.e. being held responsible) for a greater number of important decisions. <input type="checkbox"/> | or
35 | <input type="checkbox"/> Have fewer worries, tensions and troubles. |
| (26) Have more power and authority in my job. <input type="checkbox"/> | or
36 | <input type="checkbox"/> Have fewer people to please, being less exposed to criticism. |
| (27) Receive a better salary. <input type="checkbox"/> | or
37 | <input type="checkbox"/> Have more assurance that I can remain on this job as long as I want to. |
| (28) Have more opportunity for promotions. <input type="checkbox"/> | or
38 | <input type="checkbox"/> Have more definite and regular working hours. |
| (29) Have shorter working hours. <input type="checkbox"/> | or
39 | <input type="checkbox"/> Have more possibility of treating people as human beings, rather than as tools of production. |
| (30) Have more opportunity to devote all my energies and personal resources to my work. <input type="checkbox"/> | or
40 | <input type="checkbox"/> Have a better social security plan at work (pension, life insurance or health insurance plans). |
| (31) Have more attractive and pleasant physical work surroundings. <input type="checkbox"/> | or
41 | <input type="checkbox"/> Being given the responsibility (i.e. being held responsible) for a greater number of important decisions. |
| (32) Have fewer worries, tensions and troubles. <input type="checkbox"/> | or
42 | <input type="checkbox"/> Have more power and authority in my job. |
| (33) Have fewer people to please, being less exposed to criticism. <input type="checkbox"/> | or
43 | <input type="checkbox"/> Receive a better salary. |
| (34) Have more definite and regular working hours. <input type="checkbox"/> | or
44 | <input type="checkbox"/> Have more assurance that I can remain on this job as long as I want to. |
| (35) Have more possibility of treating people as human beings, rather than as tools of production. <input type="checkbox"/> | or
45 | <input type="checkbox"/> Have more opportunity for promotions. |
| (36) Have greater possibility of being appreciated for my work. <input type="checkbox"/> | or
46 | <input type="checkbox"/> Have shorter working hours. |
| (37) Being given the responsibility (i.e. being held responsible) for a greater number of important decisions. <input type="checkbox"/> | or
47 | <input type="checkbox"/> Have more opportunity to devote all my energies and personal resources to my work. |

- | | | |
|---|-----------------|--|
| (38) Have more power and authority in my job. <input type="checkbox"/> | or
48 | <input type="checkbox"/> Have more attractive and pleasant physical work surroundings. |
| (39) Have fewer people to please, being less exposed to criticism. <input type="checkbox"/> | or
49 | <input type="checkbox"/> Have fewer worries, tensions and troubles. |
| (40) Receive a better salary. <input type="checkbox"/> | or
50 | <input type="checkbox"/> Have more definite and regular working hours. |
| (41) Have more assurance that I can remain on this job as long as I want to. <input type="checkbox"/> | or
51 | <input type="checkbox"/> Have more possibility of treating people as human beings, rather than as tools of production. |
| (42) Have more opportunity for promotions. <input type="checkbox"/> | or
52 | <input type="checkbox"/> Have greater possibility of being appreciated for my work. |
| (43) Have shorter working hours. <input type="checkbox"/> | or
53 | <input type="checkbox"/> Have a better social security plan at work (pension, life insurance or health insurance plans). |
| (44) Have more opportunity to devote all my energies and personal resources to my work. <input type="checkbox"/> | or
54 | <input type="checkbox"/> Have more power and authority in my job. |
| (45) Have more attractive and pleasant physical work surroundings. <input type="checkbox"/> | or
55 | <input type="checkbox"/> Have fewer people to please, being less exposed to criticism. |
| (46) Have fewer worries, tensions and troubles. <input type="checkbox"/> | or
56 | <input type="checkbox"/> Receive a better salary. |
| (47) Have more possibility of treating people as human beings, rather than as tools of production. <input type="checkbox"/> | or
57 | <input type="checkbox"/> Have more definite and regular working hours. |
| (48) Have greater possibility of being appreciated for my work. <input type="checkbox"/> | or
58 | <input type="checkbox"/> Have more assurance that I can remain on this job as long as I want to. |
| (49) Have a better social security plan at work (pension, life insurance or health insurance plans). <input type="checkbox"/> | or
59 | <input type="checkbox"/> Have more opportunity for promotions. |
| (50) Being given the responsibility (i.e. being held responsible) for a greater number of important decisions. <input type="checkbox"/> | or
60 | <input type="checkbox"/> Have shorter working hours. |
| (51) Have fewer people to please, being less exposed to criticism. <input type="checkbox"/> | or
61 | <input type="checkbox"/> Have more opportunity to devote all my energies and personal resources to my work. |
| (52) Have fewer worries, tensions and troubles. <input type="checkbox"/> | or
62 | <input type="checkbox"/> Have more attractive and pleasant physical work surroundings. |
| (53) Receive a better salary. <input type="checkbox"/> | or
63 | <input type="checkbox"/> Have more possibility of treating people as human beings, rather than as tools of production. |
| (54) Have more definite and regular working hours. <input type="checkbox"/> | or
64 | <input type="checkbox"/> Have greater possibility of being appreciated for my work. |
| (55) Have more assurance that I can remain on this job as long as I want to. <input type="checkbox"/> | or
65 | <input type="checkbox"/> Have a better social security plan at work (pension, life insurance or health insurance plans). |
| (56) Have more opportunity for promotions. <input type="checkbox"/> | or
66 | <input type="checkbox"/> Being given the responsibility (i.e. being held responsible) for a greater number of important decisions. |

- | | | | |
|--|--------------------------|-----------------|--|
| (57) Have shorter working hours. | <input type="checkbox"/> | or
67 | <input type="checkbox"/> Have more power and authority in my job. |
| (58) Have more opportunity to devote all my energies and personal resources to my work. | <input type="checkbox"/> | or
68 | <input type="checkbox"/> Have fewer worries, tensions and troubles. |
| (59) Have more attractive and pleasant physical work surroundings. | <input type="checkbox"/> | or
69 | <input type="checkbox"/> Receive a better salary. |
| (60) Have greater possibility of being appreciated for my work. | <input type="checkbox"/> | or
70 | <input type="checkbox"/> Have more possibility of treating people as human beings, rather than as tools of production. |
| (61) Have a better social security plan at work (pension, life insurance or health insurance plans). | <input type="checkbox"/> | or
71 | <input type="checkbox"/> Have more definite and regular working hours. |
| (62) Being given the responsibility (i.e. being held responsible) for a greater number of important decisions. | <input type="checkbox"/> | or
72 | <input type="checkbox"/> Have more assurance that I can remain on this job as long as I want to. |
| (63) Have more power and authority in my job. | <input type="checkbox"/> | or
73 | <input type="checkbox"/> Have more opportunity for promotions. |
| (64) Have fewer people to please, being less exposed to criticism. | <input type="checkbox"/> | or
74 | <input type="checkbox"/> Have shorter working hours. |
| (65) Have more attractive and pleasant physical work surroundings. | <input type="checkbox"/> | or
75 | <input type="checkbox"/> Have more opportunity to devote all my energies and personal resources to my work. |
| (66) Receive a better salary. | <input type="checkbox"/> | or
76 | <input type="checkbox"/> Have greater possibility of being appreciated for my work. |
| (67) Have more possibility of treating people as human beings, rather than as tools of production. | <input type="checkbox"/> | or
77 | <input type="checkbox"/> Have a better social security plan at work (pension, life insurance or health insurance plans). |
| (68) Have more definite and regular working hours. | <input type="checkbox"/> | or
78 | <input type="checkbox"/> Being given the responsibility (i.e. being held responsible) for a greater number of important decisions. |
| (69) Have more assurance that I can remain on this job as long as I want to. | <input type="checkbox"/> | or
79 | <input type="checkbox"/> Have more power and authority in my job. |

80 

2 0 1 2 _____

- | | | | |
|---|--------------------------|-----------------|--|
| (70) Have more opportunity for promotions. | <input type="checkbox"/> | or
11 | <input type="checkbox"/> Have fewer people to please, being less exposed to criticism. |
| (71) Have shorter working hours. | <input type="checkbox"/> | or
12 | <input type="checkbox"/> Have fewer worries, tensions and troubles. |
| (72) Have more opportunity to devote all my energies and personal resources to my work. | <input type="checkbox"/> | or
13 | <input type="checkbox"/> Receive a better salary. |

- | | | |
|---|----------|--|
| (73) Have a better social security plan at work (pension, life insurance or health insurance plans). <input type="checkbox"/> | or
14 | <input type="checkbox"/> Have greater possibility of being appreciated for my work. |
| (74) Being given the responsibility (i.e. being held responsible) for a greater number of important decisions. <input type="checkbox"/> | or
15 | <input type="checkbox"/> Have more possibility of treating people as human beings, rather than as tools of production. |
| (75) Have more power and authority in my job. <input type="checkbox"/> | or
16 | <input type="checkbox"/> Have more definite and regular working hours. |
| (76) Have fewer people to please, being less exposed to criticism. <input type="checkbox"/> | or
17 | <input type="checkbox"/> Have more assurance that I can remain on this job as long as I want to. |
| (77) Have fewer worries, tensions and troubles. <input type="checkbox"/> | or
18 | <input type="checkbox"/> Have more opportunity for promotions. |
| (78) Have more attractive and pleasant physical work surroundings. <input type="checkbox"/> | or
19 | <input type="checkbox"/> Have shorter working hours. |
| (79) Receive a better salary. <input type="checkbox"/> | or
20 | <input type="checkbox"/> Have a better social security plan at work (pension, life insurance or health insurance plans). |
| (80) Have greater possibility of being appreciated for my work. <input type="checkbox"/> | or
21 | <input type="checkbox"/> Being given the responsibility (i.e. being held responsible) for a greater number of important decisions. |
| (81) Have more possibility of treating people as human beings, rather than as tools of production. <input type="checkbox"/> | or
22 | <input type="checkbox"/> Have more power and authority in my job. |
| (82) Have more definite and regular working hours. <input type="checkbox"/> | or
23 | <input type="checkbox"/> Have fewer people to please, being less exposed to criticism. |
| (83) Have more assurance that I can remain on this job as long as I want to. <input type="checkbox"/> | or
24 | <input type="checkbox"/> Have fewer worries, tensions and troubles. |
| (84) Have more opportunity for promotions. <input type="checkbox"/> | or
25 | <input type="checkbox"/> Have more attractive and pleasant physical work surroundings. |
| (85) Have shorter working hours. <input type="checkbox"/> | or
26 | <input type="checkbox"/> Have more opportunity to devote all my energies and personal resources to my work. |
| (86) Have a better social security plan at work (pension, life insurance or health insurance plans). <input type="checkbox"/> | or
27 | <input type="checkbox"/> Being given the responsibility (i.e. being held responsible) for a greater number of important decisions. |
| (87) Have greater possibility of being appreciated for my work. <input type="checkbox"/> | or
28 | <input type="checkbox"/> Have more power and authority in my job. |
| (88) Have more possibility of treating people as human beings, rather than as tools of production. <input type="checkbox"/> | or
29 | <input type="checkbox"/> Have fewer people to please, being less exposed to criticism. |
| (89) Have more definite and regular working hours. <input type="checkbox"/> | or
30 | <input type="checkbox"/> Have fewer worries, tensions and troubles. |
| (90) Have more assurance that I can remain on this job as long as I want to. <input type="checkbox"/> | or
31 | <input type="checkbox"/> Have more attractive and pleasant physical work surroundings. |
| (91) Have more opportunity for promotions. <input type="checkbox"/> | or
32 | <input type="checkbox"/> Have more opportunity to devote all my energies and personal resources to my work. |

QUESTIONNAIRE 2

We will present you with a certain number of goals that most companies pursue. We would like you to indicate the ones which, in your opinion, companies **SHOULD** consider to be the most important and the ones that companies **SHOULD** consider to be the least important to pursue.

To get this information, we will present these goals two by two, that is, in pairs. Look at the first pair which appears below and ask yourself the following question:

IN MY OPINION, WHICH ONE OF THESE TWO GOALS **SHOULD A COMPANY CONSIDER TO BE THE MOST IMPORTANT TO PURSUE?**

To make a good profit. ☐ **or** ☐ To reduce unemployment.

If you feel that, for a company, "To make a good profit" **SHOULD** be a more important goal to pursue than "To reduce unemployment" (whatever the reason may be), put an "X" in the box next to the statement "To make a good profit" as shown below:

To make a good profit. ☒ **or** ☐ To reduce unemployment.

If, on the contrary, you feel that for a company "To reduce unemployment" **SHOULD** be a more important goal to pursue than "To make a good profit", put an "X" in the box next to the statement "To reduce unemployment", as shown below:

To make a good profit. ☐ **or** ☒ To reduce unemployment.

Ask yourself the same question for each pair of goals:

IN MY OPINION, WHICH ONE OF THESE TWO GOALS **SHOULD A COMPANY CONSIDER TO BE THE MOST IMPORTANT TO PURSUE?**

and answer accordingly. You have many comparisons to make. Please treat each comparison separately. Do not try to remember your previous choices or answers. Some of these choices may seem difficult, but it is important that you answer each one, so please **do not skip any**. When you find a choice difficult to make, just use your first impression, your first idea.

As this is not a test, there are no right or wrong answers. We simply want to know your opinion on what **SHOULD** be the most important goals for a company to pursue.

N.B.: IT IS VERY IMPORTANT THAT YOU:

- 1. MAKE A CHOICE FOR EVERY COMPARISON**
- 2. SELECT ONE AND ONLY ONE OF THE TWO GOALS IN EACH COMPARISON.**

1 0 2 2

- (1) To make a good profit. ☐ **or** ☐ To reduce unemployment.
11
- (2) To provide good working conditions and a good standard of living for the employees. ☐ **or** ☐ To progressively take a greater share of the market.
12
- (3) To participate actively in the development of social, educational and religious institutions or organizations of the region. ☐ **or** ☐ To provide a good service to the customer.
13

- | | | | | |
|------|--|--------------------------|-----------------|---|
| (4) | To provide the customer with a good quality product. | <input type="checkbox"/> | or
14 | <input type="checkbox"/> To create a climate that promotes good relations with employees, with a view to making them happier at work. |
| (5) | To make a good profit. | <input type="checkbox"/> | or
15 | <input type="checkbox"/> To provide good working conditions and a good standard of living for the employees. |
| (6) | To participate actively in the development of social, educational and religious institutions or organizations of the region. | <input type="checkbox"/> | or
16 | <input type="checkbox"/> To raise, from year to year, the level of production of the company. |
| (7) | To provide a good service to the customer. | <input type="checkbox"/> | or
17 | <input type="checkbox"/> To create a climate that promotes good relations with employees, with a view to making them happier at work. |
| (8) | To create a climate that promotes good relations with employees, in order to make them more productive at work. | <input type="checkbox"/> | or
18 | <input type="checkbox"/> To provide the customer with a good quality product. |
| (9) | To reduce unemployment. | <input type="checkbox"/> | or
19 | <input type="checkbox"/> To progressively take a greater share of the market. |
| (10) | To provide good working conditions and a good standard of living for the employees. | <input type="checkbox"/> | or
20 | <input type="checkbox"/> To raise, from year to year, the level of production of the company. |
| (11) | To provide the customer with a good quality product. | <input type="checkbox"/> | or
21 | <input type="checkbox"/> To participate actively in the development of social, educational and religious institutions or organizations of the region. |
| (12) | To progressively take a greater share of the market. | <input type="checkbox"/> | or
22 | <input type="checkbox"/> To participate actively in the development of social, educational and religious institutions of the region. |
| (13) | To raise, from year to year, the level of production of the company. | <input type="checkbox"/> | or
23 | <input type="checkbox"/> To create a climate that promotes good relations with employees, with a view to making them happier at work. |
| (14) | To provide a good service to the customer. | <input type="checkbox"/> | or
24 | <input type="checkbox"/> To create a climate that promotes good relations with employees, in order to make them more productive at work. |
| (15) | To raise, from year to year, the level of production of the company. | <input type="checkbox"/> | or
25 | <input type="checkbox"/> To reduce unemployment. |
| (16) | To provide good working conditions and a good standard of living for the employees. | <input type="checkbox"/> | or
26 | <input type="checkbox"/> To provide a good service to the customer. |
| (17) | To participate actively in the development of social, educational and religious institutions or organizations of the region. | <input type="checkbox"/> | or
27 | <input type="checkbox"/> To make a good profit. |
| (18) | To create a climate that promotes good relations with employees, with a view to making them happier at work. | <input type="checkbox"/> | or
28 | <input type="checkbox"/> To progressively take a greater share of the market. |
| (19) | To create a climate that promotes good relations with employees, in order to make them more productive at work. | <input type="checkbox"/> | or
29 | <input type="checkbox"/> To raise, from year to year, the level of production of the company. |

- (20) To provide a good service to the customer. ☐ **or** ☐ To reduce unemployment.
30
- (21) To provide the customer with a good ☐ **or** ☐ To provide good working conditions and
quality product. 31 a good standard of living for the employees.
- (22) To create a climate that promotes good ☐ **or** ☐ To make a good profit.
relations with employees, with a view to 32 making them happier at work.
- (23) To progressively take a greater share of ☐ **or** ☐ To create a climate that promotes good
the market. 33 relations with employees, in order to make
them more productive at work.
- (24) To reduce unemployment. ☐ **or** ☐ To provide the customer with a good
34 quality product.
- (25) To create a climate that promotes good ☐ **or** ☐ To make a good profit.
relations with employees in order to make 35 them more productive at work.

We will now present you with the goals in groups of five. Look at these goals and ask yourself the following question: **IN MY OPINION, WHAT ARE, IN RANK ORDER, THE GOALS THAT A COMPANY SHOULD CONSIDER TO BE THE MOST IMPORTANT ONES TO PURSUE?**

Give the rank "1" to the goal which, in your opinion, **SHOULD** be the most important one for a company to pursue, the rank "2" to the second most important and so forth until the fifth. Put your answer in the space reserved at the right of each goal. **GIVE A RANK TO EACH OF THE FIVE GOALS AND GIVE A DIFFERENT RANK TO EACH GOAL: NEVER GIVE THE SAME RANK TO TWO GOALS.**

- (26) In your opinion, what are, in rank order, the goals that a company should consider to be the most important ones to pursue?

- | | Please rank |
|---|-------------|
| a) Progressively take a greater share of the market. | 36) _____ |
| b) Provide a good service to the customer. | 37) _____ |
| c) To raise, from year to year, the level of production of the company. | 38) _____ |
| d) Provide the customer with a good quality product. | 39) _____ |
| e) Make a good profit. | 40) _____ |

- (27) In your opinion, what are, in rank order, the goals that a company should consider to be the most important ones to pursue?

- | | Please rank |
|---|-------------|
| a) To create a climate that promotes good relations with employees, in order to make them more productive at work. | 41) _____ |
| b) To provide good working conditions and a good standard of living for the employees. | 42) _____ |
| c) To create a climate that promotes good relations with employees, with a view to making them happier at work. | 43) _____ |
| d) To participate actively in the development of social, educational and religious institutions or organizations of the region. | 44) _____ |
| e) To reduce unemployment | 45) _____ |

QUESTIONNAIRE 3

You will find below a series of statements describing opinions held by various members of management (foremen, department heads, office supervisors, factory managers, etc.) on certain problems that are found in business and industry.

We would like to get your opinion on these statements with the use of the following scale or yardstick:

Completely disagree	Strongly disagree	Moderately disagree	Slightly disagree		Slightly agree	Moderately agree	Strongly agree	Completely agree
1	2	3	4		5	6	7	8

You can see that this scale is divided into two parts, separated in the center by a thicker line. The boxes at the left of this line indicate the "disagreement" part of the scale, while the boxes at the right of the line indicate the "agreement" part of the scale. Each part consists of four (4) boxes because, in general, people find it difficult to simply state that they agree or disagree with a given statement. They prefer to say to what extent they are in agreement or in disagreement with the statement. To help you give us your opinion, we suggest that you first decide whether or not you agree or disagree with the statement. If you disagree, you should choose one of the four boxes at the left of the center line; if you agree, you should choose one of the four boxes at the right of the center line.

Here is an example:

A good leader must be taller and bigger than a man who works under him.	1	2	3	4	5	6	7	8
If you " completely agree " with this statement, circle the number 8 that is found at the right of the center on the scale, as follows:	1	2	3	4	5	6	7	8
If you " moderately agree " with the statement, you circle the number 6 at the right of the center on the scale, as follows:	1	2	3	4	5	6	7	8
On the other hand, if you " completely disagree " with this statement, circle the number 1 at the left of the center on the scale, as follows:	1	2	3	4	5	6	7	8
If you " moderately disagree " with the statement, circle the number 3 at the left of the center on the scale, as follows:	1	2	3	4	5	6	7	8

In giving your answers, circle any of the eight (8) numbers of the scale, whichever one corresponds best to your impression.

Be sure to clearly circle the number that corresponds to your answer. Answer each question without skipping any. Give only ONE answer for EACH statement. Do not spend too much time on any one question: GIVE THE FIRST IMPRESSION THAT COMES TO YOUR MIND.

1 0 3 2

11	The more an individual gets ahead in a large company, the more he is led to neglect his family.	1	2	3	4	5	6	7	8
12	Businessmen have a greater tendency than other people to further their own interests at the expense of the welfare of society.	1	2	3	4	5	6	7	8
13	The capacity to continually increase its industrial productivity is what makes the greatness of a country.	1	2	3	4	5	6	7	8
14	The individual who makes a profit through investments deserves his money as much as a salaried person does.	1	2	3	4	5	6	7	8
15	The more a French Canadian gets ahead in a big English Canadian company, the more he loses his language.	1	2	3	4	5	6	7	8

Completely disagree	Strongly disagree	Moderately disagree	Slightly disagree		Slightly agree	Moderately agree	Strongly agree	Completely agree					
1	2	3	4		5	6	7	8					
16	Most businessmen don't have a normal family life.					1	2	3	4	5	6	7	8
17	Industrial life conforms well to my ideal in life.					1	2	3	4	5	6	7	8
18	Bachelors do not have a better chance to reach high level jobs in industry than married men have.					1	2	3	4	5	6	7	8
19	The majority of big industrialists take the welfare and the needs of society into account when they plan the economic development of their business.					1	2	3	4	5	6	7	8
20	The higher an individual moves up in a company, the more his children suffer for it.					1	2	3	4	5	6	7	8
21	I admire a man who strives to become president of a large company just as much as a man who strives to become the prime minister of his country.					1	2	3	4	5	6	7	8
22	Most people motivated by money are selfish.					1	2	3	4	5	6	7	8
23	In large companies, the only thing that counts is production.					1	2	3	4	5	6	7	8
24	Most French Canadians who have obtained several promotions in large English Canadian companies have to protect English Canadian interests at the expense of those of French Canadians.					1	2	3	4	5	6	7	8
25	The more an industrialist becomes wealthy, the more he renders service to society.					1	2	3	4	5	6	7	8
26	An individual who has advanced to a high level position in a big company has little chance of having a happy marriage.					1	2	3	4	5	6	7	8
27	It is difficult to understand why truly capable and self-respecting individuals accept working all their life in an industrial environment.					1	2	3	4	5	6	7	8
28	Generally speaking, people motivated by money are not very reliable.					1	2	3	4	5	6	7	8
29	It is just about impossible to work for money and for the welfare of society at the same time.					1	2	3	4	5	6	7	8
30	Generally, in industry, people are worked like machines.					1	2	3	4	5	6	7	8
31	It is a wife's duty to organize family life so that her husband can devote himself to his work as much as he desires.					1	2	3	4	5	6	7	8
32	To work with no regard for one's time, in order to get as many promotions as possible in a company, is one of the good ways to fulfill one's role as father of the family.					1	2	3	4	5	6	7	8
33	The French Canadians who have succeeded in large companies are, in fact, more "English" than "French".					1	2	3	4	5	6	7	8
34	Given two employees who are equally competent, a married man should earn a higher salary than a bachelor, for the same kind of work.					1	2	3	4	5	6	7	8
35	In general, industry attaches more importance to the machine than it does to the human being.					1	2	3	4	5	6	7	8
36	Without businessmen, our society would not be as developed as it is on the cultural level.					1	2	3	4	5	6	7	8
37	For the general welfare of one's family, it is important to have regular working hours.					1	2	3	4	5	6	7	8
38	In general, the top management of large companies have little respect for the individuality of a person.					1	2	3	4	5	6	7	8
39	It is generally possible to succeed in big industry without seriously endangering one's family life.					1	2	3	4	5	6	7	8

Completely disagree	Strongly disagree	Moderately disagree	Slightly disagree	Slightly agree	Moderately agree	Strongly agree	Completely agree					
1	2	3	4	5	6	7	8					
40	The more an individual gets ahead in a large company, the more he is led to become a slave of the organization.				1	2	3	4	5	6	7	8
41	Once an individual has reached a standard of living which allows him to live comfortably, he should devote most of his energies to his family, instead of always aspiring to develop his business.				1	2	3	4	5	6	7	8
42	Generally, it is dangerous to give responsibilities to people who are motivated by money.				1	2	3	4	5	6	7	8
43	Businessmen are more likely than most other people to have problem-children.				1	2	3	4	5	6	7	8
44	The individual who succeeds in the business world should have as much prestige in society as the individual who succeeds in a profession.				1	2	3	4	5	6	7	8
45	Given two employees who are equally competent, the individual who has more dependents should get a better salary.				1	2	3	4	5	6	7	8
46	Industry is inhuman because the only important thing to industry is production.				1	2	3	4	5	6	7	8
47	The more a society becomes industrialized, the less chance it has of progressing on a cultural level.				1	2	3	4	5	6	7	8
48	Businessmen who succeed very well are, generally, as happy in their marriage as most people.				1	2	3	4	5	6	7	8
49	It is more difficult for a rich man than for a poor man to remain honest.				1	2	3	4	5	6	7	8
50	An individual can devote all of his energies to get promotions in a company without his family life suffering by it.				1	2	3	4	5	6	7	8
51	Work in industry is a major source of satisfaction for man.				1	2	3	4	5	6	7	8
52	The children of businessmen have as much chance as other children to be well-adjusted in life.				1	2	3	4	5	6	7	8
53	If companies were not trying to make so much profit, there would be less unemployment.				1	2	3	4	5	6	7	8
54	The individual who strives to satisfy his personal interests in business does not contribute to the development of society.				1	2	3	4	5	6	7	8
55	The success of a businessman contributes to the development of a good family spirit in the home.				1	2	3	4	5	6	7	8
56	For the average industrialist, the best way to combat poverty is to reinvest his profits in order to expand his business.				1	2	3	4	5	6	7	8
57	A company that insists on increasing its output and profits, in order to expand its operations, is inhuman.				1	2	3	4	5	6	7	8
58	A businessman cannot have a normal family life.				1	2	3	4	5	6	7	8
59	In general, people motivated by money are as honest as most people.				1	2	3	4	5	6	7	8
60	➡				1	0	4	2				
11	Even if they would never openly admit it, most subordinates are pleased when a superior slips up.				1	2	3	4	5	6	7	8
12	A superior never has to explain his acts to his subordinates.				1	2	3	4	5	6	7	8

Completely disagree	Strongly disagree	Moderately disagree	Slightly disagree	Slightly agree	Moderately agree	Strongly agree	Completely agree					
1	2	3	4	5	6	7	8					
13	When a subordinate complains, the first duty of a superior is to show him where he is wrong.				1	2	3	4	5	6	7	8
14	It is better to remain a good foreman when one knows that one succeeds well in that position, than to accept the promotion to department head when one is not sure of being successful at it.				1	2	3	4	5	6	7	8
15	A subordinate who makes jokes about his superior lacks respect for authority.				1	2	3	4	5	6	7	8
16	It is a good thing to humiliate a subordinate a little bit, if you want him to improve his conduct.				1	2	3	4	5	6	7	8
17	Most subordinates do better work when constantly watched by their superior.				1	2	3	4	5	6	7	8
18	It is more important for a good superior to be able to recognize the best solution among those presented by his subordinates than to find it himself.				1	2	3	4	5	6	7	8
19	When an individual quits his job because of the salary involved, it is because he is not really interested in his work.				1	2	3	4	5	6	7	8
20	It weakens a superior's authority when he has to admit that one of his subordinates has been right and he has been wrong.				1	2	3	4	5	6	7	8
21	A good superior generally gives his subordinates a little more work than they can do normally, to insure that they will work faster and harder.				1	2	3	4	5	6	7	8
22	It is often useful to put a loud subordinate in his place with a sarcastic remark.				1	2	3	4	5	6	7	8
23	When a superior has to make a decision, it is more prudent not to talk about it until it has been definitely made.				1	2	3	4	5	6	7	8
24	The only guarantee of good work is a fat pay envelope.				1	2	3	4	5	6	7	8
25	There are no two ways of applying a principle, even if situations change with time and place.				1	2	3	4	5	6	7	8
26	A superior doesn't allow his subordinates to make jokes about him, if he wants to keep his authority.				1	2	3	4	5	6	7	8
27	A good superior discourages his subordinates from talking to him about their personal problems.				1	2	3	4	5	6	7	8
28	Company policies should be formulated in terms of specific and precise regulations as seldom as possible.				1	2	3	4	5	6	7	8
29	The usefulness of the product he is making is of little concern to the average employee.				1	2	3	4	5	6	7	8
30	A superior cannot afford to make mistakes.				1	2	3	4	5	6	7	8
31	One must tell a subordinate that he made an error even if he meant to do the right thing when he made the error.				1	2	3	4	5	6	7	8
32	A good superior does everything possible to make his subordinates happy.				1	2	3	4	5	6	7	8
33	I would prefer to keep a job that I know I can handle well, than to change to another job where most things would be new to me.				1	2	3	4	5	6	7	8
34	Generally, one must learn to be suspicious in his relations with others.				1	2	3	4	5	6	7	8
35	It is important for subordinates to know periodically what their superiors think of their work.				1	2	3	4	5	6	7	8

Completely disagree	Strongly disagree	Moderately disagree	Slightly disagree	Slightly agree	Moderately agree	Strongly agree	Completely agree
1	2	3	4	5	6	7	8
36	In order to teach someone how to become a good leader of men, it is better to let him manage alone and afterwards correct his errors rather than tell him beforehand how to do things.					1 2 3 4	5 6 7 8
37	Praising workers for good work only leads to demands for more pay.					1 2 3 4	5 6 7 8
38	When a decision has been made and subordinates have been notified of it, it is a bad policy to go back on that decision.					1 2 3 4	5 6 7 8
39	Most people try to do as little work as possible.					1 2 3 4	5 6 7 8
40	To openly express one's disagreement with a superior's decision regarding an important problem shows a lack of respect for authority.					1 2 3 4	5 6 7 8
41	A good superior tries to give all overtime work to the most efficient workers.					1 2 3 4	5 6 7 8
42	A good superior only delegates to his group those decisions that he does not have time to make himself.					1 2 3 4	5 6 7 8
43	A good superior should never admit it to his subordinates when he makes a wrong decision.					1 2 3 4	5 6 7 8
44	When I am used to doing things one way, it bothers me to have to change to a new method.					1 2 3 4	5 6 7 8
45	The best way to handle tough subordinates is to be tougher than they are.					1 2 3 4	5 6 7 8
46	A person doesn't delegate a decision to his subordinates when he is competent enough to make it himself.					1 2 3 4	5 6 7 8
47	A superior who really has the company's interests at heart can do his job well.					1 2 3 4	5 6 7 8
48	It's a good policy for a superior, if he doesn't know the answer to a subordinate's question, to tell him: "I don't know the answer to your question, but I'll find out and let you know."					1 2 3 4	5 6 7 8
49	A good superior is satisfied when all his subordinates meet minimum standards of production.					1 2 3 4	5 6 7 8
50	The first quality of a good superior is to be likeable.					1 2 3 4	5 6 7 8
51	Superiors are usually criticized more than they deserve.					1 2 3 4	5 6 7 8
52	The only really good use that can be made of subordinates is to get them to handle routine work efficiently.					1 2 3 4	5 6 7 8
53	To satisfy subordinates' needs is to encourage their mediocrity.					1 2 3 4	5 6 7 8
54	Most employees who are in a jam have only themselves to blame.					1 2 3 4	5 6 7 8
55	The nature of a superior's job makes it necessary for him to be unpopular with his subordinates.					1 2 3 4	5 6 7 8
56	Employees are lazy by nature.					1 2 3 4	5 6 7 8

QUESTIONNAIRE 4

The purpose of this questionnaire is to find out how, in your opinion, a good superior in industry SHOULD act toward his subordinates.

Each sentence describes a particular behaviour. You are asked to indicate if, in your opinion, a good superior SHOULD act toward his subordinates in the manner described by the statement and if so, to what degree he should act in this way. Give your answers by using the following scale:

Never	Rarely	Occasionally	A little less than half the time	A little more than half the time	A good deal of the time	Most of the time	All the time
1	2	3	4	5	6	7	8

Here is an example:

1	He insists on the quantity of the work to be done.	1	2	3	4	5	6	7	8
	If you feel that a good superior in industry SHOULD never "insist on the quantity of work to be done", circle the number 1 on the scale that accompanies the statement, as follows:	(1)	2	3	4	5	6	7	8
	If you feel that a good superior SHOULD "insist" all the time "on the quantity of work to be done", circle the number 8 on the scale that accompanies the statement, as follows:	1	2	3	4	5	6	7	(8)
	If you feel that a good superior SHOULD "insist" a little less than half the time "on the quantity of work to be done", you circle the number 4, as follows:	1	2	3	(4)	5	6	7	8

In giving your answers, circle any of the eight numbers of the scale, whichever one corresponds best to your opinion. It could happen that you would like to state that a good superior SHOULD act in this way half the time, that is, 50% of the time. In this case, even if it is difficult for you, we would like you to choose between "a little less than half the time" (number 4) and "a little more than half the time" (number 5).

Always circle the number that accompanies the statement that describes best, in your opinion, the way in which a good superior in industry SHOULD act.

Answer all the questions and give only ONE answer to EACH question. Do not spend too much time on any one question: GIVE YOUR FIRST IMPRESSION.

57	He tolerates certain of his subordinates not reaching the required minimum level of performance.	1	2	3	4	5	6	7	8
58	He criticizes mediocre work.	1	2	3	4	5	6	7	8
59	He helps his subordinates when they have personal problems.	1	2	3	4	5	6	7	8
60	He insists that no decision be made by his subordinates before he himself has been consulted.	1	2	3	4	5	6	7	8
61	He reminds others of the amount of work that has to be done.	1	2	3	4	5	6	7	8
62	He treats his subordinates as his equals.	1	2	3	4	5	6	7	8
63	He makes his subordinates feel at ease when talking with him.	1	2	3	4	5	6	7	8
64	He refuses to compromise.	1	2	3	4	5	6	7	8
65	He sees to it that his subordinates are working up to their limits.	1	2	3	4	5	6	7	8
66	He gets the approval of his subordinates on important matters before going ahead.	1	2	3	4	5	6	7	8

Never	Rarely	Occasionally	A little less than half the time	A little more than half the time	A good deal of the time	Most of the time	All the time					
1	2	3	4	5	6	7	8					
67	He insists that the deadlines that have been set for a given job be respected.				1	2	3	4	5	6	7	8
68	He is willing to make changes.				1	2	3	4	5	6	7	8
69	He interests himself in others.				1	2	3	4	5	6	7	8
70	He maintains high standards of performance.				1	2	3	4	5	6	7	8
71	He encourages his subordinates to tell him what they think of his acts.				1	2	3	4	5	6	7	8
72	He lets his subordinates do their work the way they think best.				1	2	3	4	5	6	7	8
73	He encourages slow-working subordinates to greater effort.				1	2	3	4	5	6	7	8
74	He stresses the importance of high morale among his subordinates.				1	2	3	4	5	6	7	8
75	On a few minutes notice, he is willing to change his decision.				1	2	3	4	5	6	7	8
76	He emphasizes the quantity of work to be done.				1	2	3	4	5	6	7	8
77	He insists that he be informed about decisions made by his subordinates.				1	2	3	4	5	6	7	8
78	At work, the feelings of subordinates should be of little importance to a good superior.				1	2	3	4	5	6	7	8
79	He puts pressure on his subordinates to get more production from them.				1	2	3	4	5	6	7	8
80	He refuses to give in when people disagree with him.				1	2	3	4	5	6	7	8

QUESTIONNAIRE 5a

The statements which follow are still designed to get your opinion on certain problems that are found in business and industry. It is the method of answering, however, that changes. Read carefully the directions that accompany each statement and answer as clearly as possible.

1 0 5 2

11 A good superior:

Put an "X" in the box to the left of **the statement** which corresponds **best** to your opinion.

- 1 ☐ looks over the work of his subordinates to make sure all details have been attended to,
2 ☐ assumes subordinates will take care of the details by themselves.

12 When it is necessary to make a major reorganization of the subordinates' work in his department, a good superior should:

Put an "X" in the box to the left of **the statement** which corresponds **best** to your opinion.

- 1 ☐ calls his subordinates together to get their ideas about the reorganization,
2 ☐ use his own judgment and assign each employee to the kind of work the superior knows he can do best.

- 13 To what extent should your immediate subordinates be allowed to make important decisions about their own work?

Check only ONE answer. Put an "X" in the box to the left of **the statement** which corresponds **best** to your opinion.

- 1 ☐ in most cases, they should decide these things by themselves,
- 2 ☐ in most cases, we should all make these decisions together,
- 3 ☐ in most cases, I should consult with them before I make these decisions,
- 4 ☐ in most cases, I should decide all these things myself.

- 14 A good superior is one who:

Check only ONE answer. Put an "X" in the box to the left of **the statement** which corresponds **best** to your opinion.

- 1 ☐ does not pay much attention to production,
- 2 ☐ feels that a good many other things are more important than production,
- 3 ☐ feels that a good many other things are just as important as production,
- 4 ☐ feels that production is one of the most important things on the job to him,
- 5 ☐ feels that production is the most important thing on the job to him.

- 15 What is your opinion about actively seeking from your immediate subordinates suggestions on how to improve department performance?

Check only ONE answer. Put an "X" in the box to the left of **the statement** which corresponds **best** to your opinion.

- 1 ☐ it's really worthwhile,
- 2 ☐ it's fairly worthwhile,
- 3 ☐ it's probably worthwhile,
- 4 ☐ it's probably not worthwhile,
- 5 ☐ it's not very worthwhile,
- 6 ☐ it's not at all worthwhile.

- 16 A good superior should check upon his subordinates:

Check only ONE answer. Put an "X" in the box to the left of **the statement** which corresponds **best** to your opinion.

- 1 ☐ very closely,
- 2 ☐ closely,
- 3 ☐ more or less closely,
- 4 ☐ not very closely,
- 5 ☐ not at all closely.

- 17 If a subordinate does not carry out an important order by a specified date, the first reaction that a good superior should have would be to think that:

Check only ONE answer. Put an "X" in the box to the left of **the statement** which corresponds **best** to your opinion.

- 1 ☐ the subordinate deliberately disobeyed,
- 2 ☐ the subordinate did not understand,
- 3 ☐ the subordinate forgot to carry it out,
- 4 ☐ the subordinate did not have the ability to carry it out,
- 5 ☐ something unexpected happened.

QUESTIONNAIRE 5b

Each of the nine (9) questions that follow contains three statements which describe different ways a good superior can behave. For each question, we would like you to give the rank 1 to the statement, among the three, which best describes, in your opinion, the way a good superior, should behave **most often**; give the rank 2 to the statement, among the three, which best describes the way a good superior should behave **next most often** and the rank 3 to the statement which best describes the way a good superior should behave **least often**, in your opinion.

Here is an example to show you how to answer:

A good superior:

- a) sees to it that the work gets done,
- b) makes himself respected by his subordinates,
- c) makes it easy for people to speak to him.

If, in your opinion, "makes himself respected by his subordinates" is the way a good superior should **most often** behave, put the number 1 on the line at the right of this statement. If, in your opinion, "sees to it that the work gets done" is the way a good superior should behave **second most often**, put the number 2 on the line at the right of that statement. Finally, if "makes it easy for people to speak to him" is, in your opinion, the way a good superior should **least often** behave, put the number 3 on the line at the right of that statement. You should have put your numbers as follows:

A good superior:

- a) sees to it that the work gets done,
- b) makes himself respected by his subordinates,
- c) makes it easy for people to speak to him.

2
1
3

Here now is another example. Suppose that, in your opinion, among the three statements, the way a good superior should **most often** behave, would be to "make it easy for people to speak to him", what he should do **second most often** would be to "see to it that the work gets done" and finally what he should do **least often** would be to "make himself respected by his subordinates", you would have then answered in the following manner:

A good superior:

- a) sees to it that the work gets done,
- b) makes himself respected by his subordinates,
- c) makes it easy for people to speak to him.

2
3
1

N.B.: GIVE A RANK TO EACH OF THE STATEMENTS FOR EACH QUESTION:

NEVER GIVE THE SAME RANK TO TWO STATEMENTS IN THE SAME QUESTION.

Question 18:

- a) He treats his subordinates as his equals.
- b) He sees to it that his subordinates are working up to their limits.
- c) He makes his subordinates feel at ease when talking with him.

Please rank
18) _____
19) _____
20) _____

Question 19:

- a) He strives to be likeable.
- b) He is willing to make changes.
- c) He reminds others of the amount of work that has to be done.

Please rank
21) _____
22) _____
23) _____

Question 20:

- a) He encourages his slow-working subordinates to greater effort.
- b) He does his best to make his subordinates happy.
- c) He encourages his subordinates to tell him what they think of his acts.

Please rank
24) _____
25) _____
26) _____

Question 21:

- a) He refuses to give in when his subordinates do not agree with him.
- b) He generally gives his subordinates a little more work than they can do normally, to insure that they will work faster and harder.
- c) He discourages his subordinates from talking to him about their personal problems.

Please rank
27) _____

28) _____

29) _____

Question 22:

- a) He expects his subordinates to leave their personal problems at home.
- b) He doesn't allow his subordinates to make jokes about him.
- c) He tolerates that certain of his subordinates do not always reach the required minimum level of performance.

Please rank
30) _____

31) _____

32) _____

Question 23:

- a) He insists that the deadlines that have been set for a given job be respected.
- b) He stresses the importance of high morale among his subordinates.
- c) He is willing to change his decision at a few minutes notice.

Please rank
33) _____

34) _____

35) _____

Question 24:

- a) He does not admit to his subordinates when he makes a wrong decision.
- b) He puts pressure on his subordinates to obtain a higher level of production from them.
- c) He puts a loud subordinate in his place with a sarcastic remark.

Please rank
36) _____

37) _____

38) _____

Question 25:

- a) He interests himself in others.
- b) He refuses to compromise.
- c) He criticizes mediocre work.

Please rank
39) _____

40) _____

41) _____

Question 26:

- a) He treats his subordinates without considering their feelings very much.
- b) He resists changes in ways of doing things.
- c) He emphasizes the quantity of work to be done.

Please rank
42) _____

43) _____

44) _____

- 27 What should be the working relations between a good superior and his immediate subordinates when reaching decisions about general policies governing work procedures?

READ CAREFULLY THE FOLLOWING INSTRUCTIONS:—

Various methods of reaching such decisions are listed below. Give the rank 1 to the method which is most typical of the way a good superior should function — the method he should use most frequently, rank 2, to what should be his next most typical method, and so on for the other methods.

- | | Please rank |
|--|-------------|
| a) he should examine the work accomplished to date, and on the basis of his own judgment, he should make the decisions (or recommendations he feels are best), | 45) _____ |
| b) he should discuss the work thoroughly with his subordinates and give a lot of weight to their views when he makes these decisions (or makes these recommendations to higher-ups), | 46) _____ |
| c) he should talk it over with his subordinates (and perhaps with other people working on these problems), and jointly formulate the decisions or recommendations, | 47) _____ |
| d) such decisions or recommendations should be left up to his immediate subordinates (or his staff), the superior should simply give routine approval. | 48) _____ |

QUESTIONNAIRE 6

The answers that you will give to the questions that follow are to help us classify and analyse the data of the research project. Even if many of these questions seem to be of a personal nature, they have not been designed to identify you personally. On the contrary, you may rest assured that no one will be able to identify you as an individual in this research project. Neither the members of the company for which you work, nor the people who will read the research report will have access to the answers that you have personally given to the questions.

We ask you therefore to answer all of the questions. Your cooperation in this matter will allow us to do a thorough and efficient job of analysis.

In many instances in this questionnaire, we will make use of the expressions: "French Canadian" and "English Canadian". By "French Canadian", we mean a CANADIAN CITIZEN whose cultural or ethnic origin is French. By "English Canadian", we mean a CANADIAN CITIZEN whose cultural or ethnic origin is English, Irish, Scottish or Welsh.

The way to answer these questions is quite simple. In most cases you are asked a question which is followed by a series of possible answers. You are to select and indicate the response that is most appropriate for you by putting an "X" in the box beside the answer.

EXAMPLE: What is your sex ?

- 1 ☒ male
2 ☐ female

An "X" in the box next to the word male indicates that the person who answered this question is a man. On the other hand, an "X" in the box next to the word female would have indicated that the person is a woman. Don't pay any attention to the numbers next to the boxes. These numbers will be used for punching your answers on a card which is used by electronic computers to analyse the data.

Write your answers clearly. If you make a mistake, be sure to erase or cross out the first answer that you have given before writing in the new answer.

1 0 6 2 _ _ _ _ _

11 12 What is your age ?

Indicate your age at last birthday.....

13 What is your present marital status ? Check only ONE answer.

- 1 ☐ Single
2 ☐ married
3 ☐ widowed
4 ☐ divorced or separated

14 What is your sex ?

- 1 ☐ Male
2 ☐ female

15 How many living children do you have ?

- 1 ☐ Not applicable (I am not married)
2 ☐ none
3 ☐ 1 to 2 children
4 ☐ 3 to 4 children
5 ☐ 5 to 6 children
6 ☐ 7 to 8 children
7 ☐ 9 children or more

16 What is your present nationality? Check only ONE answer.

- 1 ☐ I am a Canadian born in Canada
- 2 ☐ I am a Canadian born outside of Canada, but from a Canadian father
- 3 ☐ I am a Canadian by naturalization
- 4 ☐ I am not a Canadian citizen

17 Was your father born in Canada?

- 1 ☐ Yes
- 2 ☐ no

18 Where did you spend MOST of the FIRST TWENTY (20) years of your life? Check only ONE answer.

(You might have lived about the same amount of time in more than one place. If this is the case, check only the ONE where you think you have spent the longest period of time even if the difference is very small.)

- 1 ☐ In a Canadian city of **1,000,000 people** or more (in Montreal or Toronto)
- 2 ☐ In a Canadian city of **250,000 to 999,999 people** (in Vancouver (B.C.), Edmonton (Alta.), Calgary (Alta.), Winnipeg (Man.), Ottawa (Ont.), Hamilton (Ont.) or Quebec City (Que.).)
- 3 ☐ In a Canadian city of **90,000 to 249,999 people** (in Victoria (B.C.), Regina (Sask.), Saskatoon (Sask.), London (Ont.), Sudbury (Ont.), Windsor (Ont.), St. John (N.B.), Halifax (N.S.) or St. John's (Nfld.).)
- 4 ☐ In a Canadian city of **30,000 to 89,999 people**
- 5 ☐ In a Canadian city of **10,000 to 29,999 people**
- 6 ☐ In a Canadian city of **4,000 to 9,999 people**
- 7 ☐ In a Canadian town or village of **3,999 people or less**
- 8 ☐ In a city, town or village **outside** of Canada

19 What language did you FIRST learn in childhood and still understand? Check only ONE answer.

- 1 ☐ English
- 2 ☐ French
- 3 ☐ other (specify)

20 To what ethnic or cultural group does (did) your father and mother belong?

Select the ONE ethnic or cultural group that characterizes best your father and the ONE that characterizes best your mother.

YOUR FATHER

Check only ONE answer.

- 1 ☐ English
- 2 ☐ French
- 3 ☐ German
- 4 ☐ Irish
- 5 ☐ Italian
- 6 ☐ Scottish
- 7 ☐ Ukrainian
- 8 ☐ Welsh
- 9 ☐ Other (specify)

YOUR MOTHER

21 Check only ONE answer.

- 1 ☐ English
- 2 ☐ French
- 3 ☐ German
- 4 ☐ Irish
- 5 ☐ Italian
- 6 ☐ Scottish
- 7 ☐ Ukrainian
- 8 ☐ Welsh
- 9 ☐ Other (specify)

ANSWER TO QUESTIONS IN BOTH COLUMNS

22 Do you read FRENCH newspapers and/or magazines? Check only ONE answer.

- 1 ☐ never
- 2 ☐ less than once a month
- 3 ☐ once or twice a month
- 4 ☐ once a week
- 5 ☐ a few times a week
- 6 ☐ almost every day
- 7 ☐ every day

23 Do you read ENGLISH newspapers and/or magazines? Check only ONE answer.

- 1 ☐ never
- 2 ☐ less than once a month
- 3 ☐ once or twice a month
- 4 ☐ once a week
- 5 ☐ a few times a week
- 6 ☐ almost every day
- 7 ☐ every day

- (IF YOU KNOW HOW TO SPEAK FRENCH, indicate how easily you do speak it, by circling any number from 1 to 8 on the scale which appears below. Number 1 indicates that you speak French with great difficulty and number 8 indicates that you speak it with great ease. You can use any number between these two extremes to indicate the degree of difficulty or ease with which you speak French.)

University of Montreal

31 With what ease do you SPEAK English ?

9 ☐ I do not know how to speak English at all

(IF YOU KNOW HOW TO SPEAK ENGLISH, indicate how easily you do speak it, by circling any number from 1 to 8 on the scale which appears below. Number 1 indicates that you speak English with great difficulty and number 8 indicates that you speak it with great ease. You can use any number between these two extremes to indicate the degree of difficulty or ease with which you speak English.)

	with great difficulty								with great ease
I speak English	:	1	:	2	:	3	:	4	:
		5		6		7		8	:

32 What is the approximate percentage (%) of
33 time that you speak French AT WORK?
Check only ONE answer.

- 01 ☐ 0% — Never
- 02 ☐ 1 — 5% of the time
- 03 ☐ 6 — 10% of the time
- 04 ☐ 11 — 15% of the time
- 05 ☐ 16 — 20% of the time
- 06 ☐ 21 — 25% of the time
- 07 ☐ 26 — 30% of the time
- 08 ☐ 31 — 35% of the time
- 09 ☐ 36 — 40% of the time
- 10 ☐ 41 — 45% of the time
- 11 ☐ 46 — 50% of the time
- 12 ☐ 51 — 55% of the time
- 13 ☐ 56 — 60% of the time
- 14 ☐ 61 — 65% of the time
- 15 ☐ 66 — 70% of the time
- 16 ☐ 71 — 75% of the time
- 17 ☐ 76 — 80% of the time
- 18 ☐ 81 — 85% of the time
- 19 ☐ 86 — 90% of the time
- 20 ☐ 91 — 95% of the time
- 21 ☐ 96 — 100% of the time

36 What is the approximate percentage (%) of
37 time that you speak French presently in YOUR
OWN HOME? Check only ONE answer.

- 01 ☐ 0% — Never
- 02 ☐ 1 — 5% of the time
- 03 ☐ 6 — 10% of the time
- 04 ☐ 11 — 15% of the time
- 05 ☐ 16 — 20% of the time
- 06 ☐ 21 — 25% of the time
- 07 ☐ 26 — 30% of the time
- 08 ☐ 31 — 35% of the time
- 09 ☐ 36 — 40% of the time
- 10 ☐ 41 — 45% of the time
- 11 ☐ 46 — 50% of the time
- 12 ☐ 51 — 55% of the time
- 13 ☐ 56 — 60% of the time
- 14 ☐ 61 — 65% of the time
- 15 ☐ 66 — 70% of the time
- 16 ☐ 71 — 75% of the time
- 17 ☐ 76 — 80% of the time
- 18 ☐ 81 — 85% of the time
- 19 ☐ 86 — 90% of the time
- 20 ☐ 91 — 95% of the time
- 21 ☐ 96 — 100% of the time

34 What is the approximate percentage (%) of
35 time that you speak English AT WORK?
Check only ONE answer.

- 01 ☐ 0% — Never
- 02 ☐ 1 — 5% of the time
- 03 ☐ 6 — 10% of the time
- 04 ☐ 11 — 15% of the time
- 05 ☐ 16 — 20% of the time
- 06 ☐ 21 — 25% of the time
- 07 ☐ 26 — 30% of the time
- 08 ☐ 31 — 35% of the time
- 09 ☐ 36 — 40% of the time
- 10 ☐ 41 — 45% of the time
- 11 ☐ 46 — 50% of the time
- 12 ☐ 51 — 55% of the time
- 13 ☐ 56 — 60% of the time
- 14 ☐ 61 — 65% of the time
- 15 ☐ 66 — 70% of the time
- 16 ☐ 71 — 75% of the time
- 17 ☐ 76 — 80% of the time
- 18 ☐ 81 — 85% of the time
- 19 ☐ 86 — 90% of the time
- 20 ☐ 91 — 95% of the time
- 21 ☐ 96 — 100% of the time

38 What is the approximate percentage (%) of
39 time that you speak English presently in YOUR
OWN HOME? Check only ONE answer.

- 01 ☐ 0% — Never
- 02 ☐ 1 — 5% of the time
- 03 ☐ 6 — 10% of the time
- 04 ☐ 11 — 15% of the time
- 05 ☐ 16 — 20% of the time
- 06 ☐ 21 — 25% of the time
- 07 ☐ 26 — 30% of the time
- 08 ☐ 31 — 35% of the time
- 09 ☐ 36 — 40% of the time
- 10 ☐ 41 — 45% of the time
- 11 ☐ 46 — 50% of the time
- 12 ☐ 51 — 55% of the time
- 13 ☐ 56 — 60% of the time
- 14 ☐ 61 — 65% of the time
- 15 ☐ 66 — 70% of the time
- 16 ☐ 71 — 75% of the time
- 17 ☐ 76 — 80% of the time
- 18 ☐ 81 — 85% of the time
- 19 ☐ 86 — 90% of the time
- 20 ☐ 91 — 95% of the time
- 21 ☐ 96 — 100% of the time

- 40 What was the approximate percentage (%) of
41 time that French was spoken in YOUR PA-
RENTS' HOME, by yourself and the members
of your immediate family (father, mother,
brothers and sisters), during your years at
school?

Check only ONE answer.

- 01 ☐ 0% — Never
02 ☐ 1 — 5% of the time
03 ☐ 6 — 10% of the time
04 ☐ 11 — 15% of the time
05 ☐ 16 — 20% of the time
06 ☐ 21 — 25% of the time
07 ☐ 26 — 30% of the time
08 ☐ 31 — 35% of the time
09 ☐ 36 — 40% of the time
10 ☐ 41 — 45% of the time
11 ☐ 46 — 50% of the time
12 ☐ 51 — 55% of the time
13 ☐ 56 — 60% of the time
14 ☐ 61 — 65% of the time
15 ☐ 66 — 70% of the time
16 ☐ 71 — 75% of the time
17 ☐ 76 — 80% of the time
18 ☐ 81 — 85% of the time
19 ☐ 86 — 90% of the time
20 ☐ 91 — 95% of the time
21 ☐ 96 — 100% of the time

- 44 What was the approximate percentage (%) of
45 time that French was spoken in YOUR WIFE'S
OWN HOME, during her years at school?

Check only ONE answer.

- 01 ☐ Not applicable (I am not married)
02 ☐ 0% — Never
03 ☐ 1 — 5% of the time
04 ☐ 6 — 10% of the time
05 ☐ 11 — 15% of the time
06 ☐ 16 — 20% of the time
07 ☐ 21 — 25% of the time
08 ☐ 26 — 30% of the time
09 ☐ 31 — 35% of the time
10 ☐ 36 — 40% of the time
11 ☐ 41 — 45% of the time
12 ☐ 46 — 50% of the time
13 ☐ 51 — 55% of the time
14 ☐ 56 — 60% of the time
15 ☐ 61 — 65% of the time
16 ☐ 66 — 70% of the time
17 ☐ 71 — 75% of the time
18 ☐ 76 — 80% of the time
19 ☐ 81 — 85% of the time
20 ☐ 86 — 90% of the time
21 ☐ 91 — 95% of the time
22 ☐ 96 — 100% of the time

- 42 What was the approximate percentage (%) of
43 time that English was spoken in YOUR PA-
RENTS' HOME, by yourself and the members
of your immediate family (father, mother,
brothers and sisters), during your years at
school?

Check only ONE answer.

- 01 ☐ 0% — Never
02 ☐ 1 — 5% of the time
03 ☐ 6 — 10% of the time
04 ☐ 11 — 15% of the time
05 ☐ 16 — 20% of the time
06 ☐ 21 — 25% of the time
07 ☐ 26 — 30% of the time
08 ☐ 31 — 35% of the time
09 ☐ 36 — 40% of the time
10 ☐ 41 — 45% of the time
11 ☐ 46 — 50% of the time
12 ☐ 51 — 55% of the time
13 ☐ 56 — 60% of the time
14 ☐ 61 — 65% of the time
15 ☐ 66 — 70% of the time
16 ☐ 71 — 75% of the time
17 ☐ 76 — 80% of the time
18 ☐ 81 — 85% of the time
19 ☐ 86 — 90% of the time
20 ☐ 91 — 95% of the time
21 ☐ 96 — 100% of the time

- 46 What was the approximate percentage (%) of
47 time that English was spoken in YOUR WIFE'S
OWN HOME, during her years at school?

Check only ONE answer.

- 01 ☐ Not applicable (I am not married)
02 ☐ 0% — Never
03 ☐ 1 — 5% of the time
04 ☐ 6 — 10% of the time
05 ☐ 11 — 15% of the time
06 ☐ 16 — 20% of the time
07 ☐ 21 — 25% of the time
08 ☐ 26 — 30% of the time
09 ☐ 31 — 35% of the time
10 ☐ 36 — 40% of the time
11 ☐ 41 — 45% of the time
12 ☐ 46 — 50% of the time
13 ☐ 51 — 55% of the time
14 ☐ 56 — 60% of the time
15 ☐ 61 — 65% of the time
16 ☐ 66 — 70% of the time
17 ☐ 71 — 75% of the time
18 ☐ 76 — 80% of the time
19 ☐ 81 — 85% of the time
20 ☐ 86 — 90% of the time
21 ☐ 91 — 95% of the time
22 ☐ 96 — 100% of the time

- 48 For approximately how many years have you been working permanently ?
49 (Eliminate years during which you have worked less than nine (9) months because of sickness, lay-off, studies, etc. . . .)
Indicate the approximate number of years.

- 50 For how many years have you been working for the company which is your present employer ?

Check only ONE answer:

- 1 ☐ less than a year
2 ☐ 1 to 4 years
3 ☐ 5 to 8 years
4 ☐ 9 to 12 years
5 ☐ 13 to 16 years
6 ☐ 17 to 20 years
7 ☐ 21 to 24 years
8 ☐ 25 to 28 years
9 ☐ 29 years or more

- 51 In what area are you presently working in your company ? Check only ONE answer.

(If you work in more than one area, check only the ONE in which you are PRIMARILY working):

- 1 ☐ Production or manufacturing or assembly operations
2 ☐ maintenance of plant
3 ☐ marketing or advertising or purchasing
4 ☐ finance or accounting
5 ☐ personnel or training or labor relations
6 ☐ sales
7 ☐ research and development or product design
8 ☐ other (specify)

- 52 How many supervisory levels are there between you and non-supervisory employees in your company ? Check only ONE answer.

Example: a first-line foreman normally answers "no" (0), because there is usually no other supervisory level between him and non-supervisory employees.

- 1 ☐ There is no (0) supervisory level between me and non-supervisory employees
2 ☐ There is one (1) supervisory level between me and non-supervisory employees
3 ☐ There are two (2) supervisory levels between me and non-supervisory employees
4 ☐ There are three (3) supervisory levels between me and non-supervisory employees
5 ☐ There are four (4) supervisory levels between me and non-supervisory employees
6 ☐ There are five (5) supervisory levels between me and non-supervisory employees
7 ☐ There are six (6) supervisory levels between me and non-supervisory employees
8 ☐ There are seven (7) supervisory levels between me and non-supervisory employees
9 ☐ There are eight (8) supervisory levels between me and non-supervisory employees or more

53 What was approximately the STARTING monthly/or yearly salary of your FIRST PERMANENT job? Check only ONE answer.

- 1 ☐ \$149 a month or less (or \$1799 per year or less)
- 2 ☐ Between \$150 and \$249 a month (or between \$1870 and \$2999 a year)
- 3 ☐ Between \$250 and \$349 a month (or between \$3000 and \$4199 a year)
- 4 ☐ Between \$350 and \$449 a month (or between \$4200 and \$5399 a year)
- 5 ☐ Between \$450 and \$549 a month (or between \$5400 and \$6599 a year)
- 6 ☐ Between \$550 and \$649 a month (or between \$6600 and \$7799 a year)
- 7 ☐ Between \$650 and \$749 a month (or between \$7800 and \$8999 a year)
- 8 ☐ \$750 a month or more (or \$9000 or more a year)

54 In which of the following categories would one find the salary you are now receiving in your present position? Check only ONE answer.

Do not include extra income coming from sources other than your main job.

- 1 ☐ \$249 a month or less (or \$2999 a year or less)
- 2 ☐ Between \$ 250 and \$ 499 a month (or between \$ 3000 and \$ 5999 a year)
- 3 ☐ Between \$ 500 and \$ 749 a month (or between \$ 6000 and \$ 8999 a year)
- 4 ☐ Between \$ 750 and \$ 999 a month (or between \$ 9000 and \$11999 a year)
- 5 ☐ Between \$1000 and \$1249 a month (or between \$12000 and \$14999 a year)
- 6 ☐ Between \$1250 and \$1499 a month (or between \$15000 and \$17999 a year)
- 7 ☐ Between \$1500 and \$1749 a month (or between \$18000 and \$20999 a year)
- 8 ☐ Between \$1750 and \$1999 a month (or between \$21000 and \$23999 a year)
- 9 ☐ \$2000 a month or more (or \$24000 a year or more)

55 Is your immediate superior a French Canadian or an English Canadian? Check only ONE answer.

- 1 ☐ A French Canadian, (that is someone whose ethnic, cultural background is primarily French).
- 2 ☐ an English Canadian (that is someone whose ethnic, cultural background is primarily English, Irish, Scottish or Welsh).
- 3 ☐ other (specify).....

56 Indicate the last grade you have completed at each of the following school levels.

57 If you did NOT attend a given school level, it is IMPORTANT that you indicate so by making a check in the space NOT APPLICABLE.

Elementary school	Secondary school	Trade school	Technical school	Studies for the bachelor degree	Studies for the master degree	Studies for the Ph.D. degree
00 <input type="checkbox"/> Not applicable	00 <input type="checkbox"/> Not applicable	00 <input type="checkbox"/> Not applicable	00 <input type="checkbox"/> Not applicable	00 <input type="checkbox"/> Not applicable	00 <input type="checkbox"/> Not applicable	00 <input type="checkbox"/> Not applicable
01 <input type="checkbox"/> 1st grade						
02 <input type="checkbox"/> 2nd grade						
03 <input type="checkbox"/> 3rd grade						
04 <input type="checkbox"/> 4th grade						
05 <input type="checkbox"/> 5th grade						
06 <input type="checkbox"/> 6th grade						
07 <input type="checkbox"/> 7th grade						
08 <input type="checkbox"/> 8th grade	08 <input type="checkbox"/> 8th grade	08 <input type="checkbox"/> 1st year				
	09 <input type="checkbox"/> 9th grade	09 <input type="checkbox"/> 2nd year				
	10 <input type="checkbox"/> 10th grade	10 <input type="checkbox"/> 3rd year	10 <input type="checkbox"/> 1st year			
	11 <input type="checkbox"/> 11th grade	11 <input type="checkbox"/> 4th year	11 <input type="checkbox"/> 2nd year			
	12 <input type="checkbox"/> 12th grade		12 <input type="checkbox"/> 3rd year	12 <input type="checkbox"/> 1st year		
	13 <input type="checkbox"/> 13th grade		13 <input type="checkbox"/> 4th year	13 <input type="checkbox"/> 2nd year		
				14 <input type="checkbox"/> 3rd year		
				15 <input type="checkbox"/> 4th year		
				16 <input type="checkbox"/> 5th year		
					16 <input type="checkbox"/> 1st year	
					17 <input type="checkbox"/> 2nd year	
					18 <input type="checkbox"/> 3rd year	18 <input type="checkbox"/> 1st year
					19 <input type="checkbox"/> 4th year	19 <input type="checkbox"/> 2nd year
						20 <input type="checkbox"/> 3rd year
						21 <input type="checkbox"/> 4th year

58 Have you ever attended a primarily French-speaking school, college or university? Indicate the approximate number of years. Check only ONE answer.

- 1 ☐ 0 years — I have never attended such a school.
- 2 ☐ 1 to 2 years,
- 3 ☐ 3 to 4 years,
- 4 ☐ 5 to 6 years,
- 5 ☐ 7 to 8 years,
- 6 ☐ 9 to 10 years,
- 7 ☐ 11 to 12 years,
- 8 ☐ 12 years or more.

59 Have you ever attended a primarily English-speaking school, college or university? Indicate the approximate number of years. Check only ONE answer.

- 1 ☐ 0 years — I have never attended such a school.
- 2 ☐ 1 to 2 years,
- 3 ☐ 3 to 4 years,
- 4 ☐ 5 to 6 years,
- 5 ☐ 7 to 8 years,
- 6 ☐ 9 to 10 years,
- 7 ☐ 11 to 12 years,
- 8 ☐ 12 years or more.

60 Indicate, if any, the approximate NUMBER OF HOURS you have attended training sessions in human relations or leadership.

- 1 ☐ 0 hours,
- 2 ☐ 1 to 30 hours,
- 3 ☐ 31 to 60 hours,
- 4 ☐ 61 to 90 hours,
- 5 ☐ 91 to 120 hours,
- 6 ☐ 121 hours or more.

61 To your best estimate, what is the approximate number of years of schooling of your father? Check only ONE answer.

- 1 ☐ 0 years,
- 2 ☐ 1 to 3 years,
- 3 ☐ 4 to 6 years,
- 4 ☐ 7 to 9 years,
- 5 ☐ 10 to 12 years,
- 6 ☐ 13 to 15 years,
- 7 ☐ 15 years or more

62 What main type of work (trade or profession) was your father engaged in during most of the first TWENTY (20) years of YOUR LIFE? Check only ONE answer.

Even if your father was engaged in different types of work, just indicate the ONE TYPE he was engaged in for the longest period of time.

- 1 ☐ Not applicable (my father was disabled, is deceased, etc...)
- 2 ☐ farmer or fisherman
- 3 ☐ laborer
- 4 ☐ tradesman or technician
- 5 ☐ clerical worker
- 6 ☐ salesman
- 7 ☐ professional
- 8 ☐ other (specify).....

- 63 What type of organization did your father work for during most of the first TWENTY (20) years of YOUR LIFE? Check only ONE answer.

Even if your father was engaged in different types of organizations, just indicate the ONE TYPE he worked in for the longest period of time.

- 1 ☐ Not applicable (my father was disabled, is deceased, etc...)
- 2 ☐ an industry (a place where a product is fabricated or transformed)
- 3 ☐ a retail or wholesale company (a place where a product is bought to be resold)
- 4 ☐ a business organization (bank, stock exchange, insurance, real estate, etc...)
- 5 ☐ a governmental or municipal service
- 6 ☐ other (specify).....

- 64 About how many employees worked in the organization mentioned in the preceding question?

- 1 ☐ Not applicable (my father was disabled, is deceased, etc...)
- 2 ☐ 4 or less employees
- 3 ☐ 5 to 49 employees
- 4 ☐ 50 to 499 employees
- 5 ☐ 500 to 1999 employees
- 6 ☐ 2000 employees or more

- 65 Indicate the level of the HIGHEST POSITION reached by your father in the organization that you have just mentioned in the two preceding questions. Check only ONE answer.

- 1 ☐ Not applicable (my father was disabled, is deceased, etc...)
- 2 ☐ Employee without supervisory responsibility
- 3 ☐ Management at the level of assistant foreman, foreman, general foreman or equivalent
- 4 ☐ Middle management
- 5 ☐ Management at the level of president, vice-president, general manager or equivalent
- 6 ☐ Owner (or partner)
- 7 ☐ Other (specify).....

- 66 To which religious faith do you belong? Check only ONE answer.

- 1 ☐ Jewish
- 2 ☐ Protestant
- 3 ☐ Roman Catholic
- 4 ☐ Other (specify).....
- 5 ☐ I do not belong to any religious faith

- 67 Does your wife have a paid job OUTSIDE the home? Check only ONE answer.

- 1 ☐ Not applicable (not married)
- 2 ☐ yes, she works full-time OUTSIDE home
- 3 ☐ yes, she works part-time OUTSIDE home
- 4 ☐ no, she doesn't work OUTSIDE home

- 68 I find my job interesting: Check only ONE answer:

- 1 ☐ never,
- 2 ☐ rarely,
- 3 ☐ occasionally,
- 4 ☐ about half of the time,
- 5 ☐ a good deal of the time,
- 6 ☐ most of the time,
- 7 ☐ all the time.

69 In my work, I work under **high** pressure. Check only ONE answer:

- 1 ☐ never,
- 2 ☐ rarely,
- 3 ☐ occasionally,
- 4 ☐ about half of the time,
- 5 ☐ a good deal of the time,
- 6 ☐ most of the time,
- 7 ☐ all the time.

70 All in all, to what extent are you satisfied with the amount of pressure you have in your job? Check only ONE answer:

- 1 ☐ not at all satisfied,
- 2 ☐ very little satisfied,
- 3 ☐ satisfied to some degree,
- 4 ☐ quite satisfied,
- 5 ☐ extremely satisfied.

71 When you work hard, how much are you influenced by wanting to help the company improve its performance? Check only ONE answer:

- 1 ☐ this is of no importance to me,
- 2 ☐ this is of little importance to me,
- 3 ☐ this is of some importance to me,
- 4 ☐ this is quite important to me,
- 5 ☐ this is extremely important to me.

72 How important is it to you personally that the company achieves its goals for quality and volume of business in the future? Check only ONE answer:

- 1 ☐ this is of no importance to me,
- 2 ☐ this is of little importance to me,
- 3 ☐ this is of some importance to me,
- 4 ☐ this is quite important to me,
- 5 ☐ this is extremely important to me.

73 How do you feel about your **chances for promotion** to a better job or a higher level in this Company? Check only ONE answer:

(This question does not refer to length-of-service pay raises).

- 1 ☐ no chance at all,
- 2 ☐ few chances,
- 3 ☐ some chances,
- 4 ☐ fairly good chances,
- 5 ☐ very good chances.

74 All in all, to what extent are you satisfied with your chances for promotion to a better job or a higher level in this company? Check only ONE answer:

(This question does not refer to length-of-service pay raises).

- 1 ☐ not at all satisfied,
- 2 ☐ very little satisfied,
- 3 ☐ satisfied to some degree,
- 4 ☐ quite satisfied,
- 5 ☐ extremely satisfied.

75 

QUESTIONNAIRE 7

1 0 7 2 _ _ _ _ _

The following questions are related to your opinions on the way your immediate superior does his job.
Put an "X" in the box to the left of the statement which corresponds best to your opinion.

11 My immediate superior:

- 1 ☐ looks over our work to make sure all details have been attended to,
2 ☐ assumes we will take care of the details ourselves.

12 When a major reorganization of our work is necessary in the department, my immediate superior:
Put an "X" in the box to the left of the statement which corresponds best to your opinion.

- 1 ☐ calls us together and gets our ideas about the reorganization,
2 ☐ uses his own judgment and assigns each of us to the kind of work he knows we do best.

13 My immediate superior checks up on us:

Check only ONE answer. Put an "X" in the box to the left of the statement which corresponds best to your opinion.

- 1 ☐ very closely,
2 ☐ closely,
3 ☐ somewhat closely,
4 ☐ not very closely,
5 ☐ not at all closely.

QUESTIONNAIRE 7c

Each of the nine questions that follow contains three statements which describe different ways of behaving that your immediate superior can have. In each question, we would like you to give a rank order to these three statements, giving the rank 1 to the statement, among the three, which best describes, in your opinion, your immediate superior, that is, describes what he does **most often**. Give the rank 2 to the statement, among the three, which describes what he does **next most often**, and the rank 3 to the statement which, among the three, describes what he does **least often**.

N.B.: GIVE A RANK TO EACH OF THE STATEMENTS FOR EACH QUESTION: NEVER GIVE THE SAME RANK TO TWO STATEMENTS IN THE SAME QUESTION.

Question 14: My immediate superior:

Please rank

- a) treats his subordinates as his equals.
b) sees to it that his subordinates are working up to their limits.
c) makes his subordinates feel at ease when talking with him.

14) _____
15) _____
16) _____

Question 15:

Please rank

- a) strives to be likeable.
b) is willing to make changes.
c) reminds others of the amount of work that has to be done.

17) _____
18) _____
19) _____

Question 16:

Please rank

- a) encourages his slow-working subordinates to greater effort.
b) does his best to make his subordinates happy.
c) encourages his subordinates to tell him what they think of his acts.

20) _____
21) _____
22) _____

Question 17:**Please rank**

- a) refuses to give in when his subordinates do not agree with him. 23) _____
- b) generally gives his subordinates a little more work than they can do normally, to insure that they will work faster and harder. 24) _____
- c) discourages his subordinates from talking to him about their personal problems. 25) _____

Question 18:**Please rank**

- a) expects his subordinates to leave their personal problems at home. 26) _____
- b) doesn't allow his subordinates to make jokes about him. 27) _____
- c) tolerates that certain of his subordinates do not always reach the required minimum level of performance. 28) _____

Question 19:**Please rank**

- a) insists that the deadlines that have been set for a given job be respected. 29) _____
- b) stresses the importance of high morale among his subordinates. 30) _____
- c) is willing to change his decision at a few minutes notice. 31) _____

Question 20:**Please rank**

- a) does not admit it to his subordinates when he makes a wrong decision. 32) _____
- b) puts pressure on his subordinates to obtain a higher level of production from them. 33) _____
- c) puts a loud subordinate in his place with a sarcastic remark. 34) _____

Question 21:**Please rank**

- a) interests himself in others. 35) _____
- b) refuses to compromise. 36) _____
- c) criticizes mediocre work. 37) _____

Question 22:**Please rank**

- a) treats his subordinates without considering their feeling very much. 38) _____
- b) resists changes in ways of doing things. 39) _____
- c) emphasizes the quantity of work to be done. 40) _____

- 23** What are the working relations between your immediate superior and yourself when reaching decisions about general policies governing your work procedures?

READ CAREFULLY THE FOLLOWING INSTRUCTIONS:—

(Various methods of reaching such decisions are listed below. Give rank 1 to the method which is most typical of the way your immediate superior functions—the method he uses most frequently. Rank 2 his next most typical method and so on for the other methods.)

- a) he examines the work to date and on the basis of his own judgment, he, himself, makes whatever decisions (or recommendations) he feels are best, 41) _____
- b) he discusses the work thoroughly with us and gives a lot of weight to our views when he makes the decisions (or the recommendations to higher-ups), 42) _____
- c) he talks it over with us (and perhaps with other people working on these problems), and we jointly formulate the decisions or recommendations, 43) _____
- d) such decisions or recommendations are up to us (or our staff); our immediate superior simply gives routine approval. 44) _____

PART 2

QUESTIONNAIRE 8

The answers that you will give to the questions that follow are to help us classify and analyse the data of the research project. Even if many of these questions seem to be of a personal nature, they have not been designed to identify you personally. On the contrary, you may rest assured that no one will be able to identify you as an individual in this research project. Neither the members of the company for which you work, nor the people who will read the research report will have access to the answers that you have personally given to the questions.

We ask you therefore to answer all of the questions. Your cooperation in this matter will allow us to do a thorough and efficient job of analysis.

In many instances in this questionnaire, we will make use of the expressions: "French Canadian" and "English Canadian". By "French Canadian", we mean a CANADIAN CITIZEN whose cultural or ethnic origin is French. By "English Canadian", we mean a CANADIAN CITIZEN whose cultural or ethnic origin is English, Irish, Scottish or Welsh.

The way to answer these questions is quite simple. In most cases you are asked a question which is followed by a series of possible answers. You are to select and indicate the response that is most appropriate for you by putting an "X" in the box beside the answer.

EXAMPLE: What is your sex ?

- 1 ☒ male
2 ☐ female

An "X" in the box next to the word male indicates that the person who answered this question is a man. On the other hand, an "X" in the box next to the word female would have indicated that the person is a woman. Don't pay any attention to the numbers next to the boxes. These numbers will be used for punching your answers on a card which is used by electronic computers to analyse the data.

Write your answers clearly. If you make a mistake, be sure to erase or cross out the first answer that you have given before writing in the new answer.

1 1 6 2

11 Where did you spend MOST of the FIRST TEN (10) years of your life ?

(Check only ONE answer. You might have lived about the same amount of time in more than one place. If this is the case, check only the ONE where you think you have spent the longest period of time even if the difference is very small.)

- 1 ☐ In a Canadian city of **1,000,000 people** or more (in Montreal or Toronto).
2 ☐ In a Canadian city of **250,000 to 999,999 people** (in Vancouver (B.C.), Edmonton (Alta.), Calgary (Alta.), Winnipeg (Man.), Ottawa (Ont.), Hamilton (Ont.) or Quebec City (Que.).)
3 ☐ In a Canadian city of **90,000 to 249,999 people** (in Victoria (B.C.), Regina (Sask.), Saskatoon (Sask.), London (Ont.), Sudbury (Ont.), Windsor (Ont.), St. John (N.B.), Halifax (N.S.) or St. John's (Nfld.).)
4 ☐ In a Canadian city of **30,000 to 89,999 people**
5 ☐ In a Canadian city of **10,000 to 29,999 people**
6 ☐ In a Canadian city of **4,000 to 9,999 people**
7 ☐ In a Canadian town or village of **3,999 people or less**
8 ☐ In a city, town or village **outside** of Canada

- 12** Where did you spend most of your time during the next ten (10) years of your life i.e. from ELEVEN (11) to TWENTY (20) years of age?

(Check only ONE answer. You might have lived about the same amount of time in more than one place. If this is the case, check only the ONE where you think you have spent the longest period of time even if the difference is very small.)

- 1 ☐ In a Canadian city of **1,000,000 people** or more (in Montreal or Toronto)
 2 ☐ In a Canadian city of **250,000 to 999,999 people** (in Vancouver (B.C.), Edmonton (Alta.), Calgary (Alta.), Winnipeg (Man.), Ottawa (Ont.), Hamilton (Ont.) or Quebec City (Que.))
 3 ☐ In a Canadian city of **90,000 to 249,999 people** (in Victoria (B.C.), Regina (Sask.), Saskatoon (Sask.), London (Ont.), Sudbury (Ont.), Windsor (Ont.), St. John (N.B.), Halifax (N.S.) or St. John's (Nfld.))
 4 ☐ In a Canadian city of **30,000 to 89,999 people**
 5 ☐ In a Canadian city of **10,000 to 29,999 people**
 6 ☐ In a Canadian city of **4,000 to 9,999 people**
 7 ☐ In a Canadian town or village of **3,999 people or less**
 8 ☐ In a city, town or village **outside** of Canada

Indicate in which area you spent MOST of your time during the following stages of your life.

(Check only ONE answer for each stage. You might have lived about the same amount of time in more than one place. If this is the case, check only the ONE where you think you have spent the longest period of time, even if the difference is very small.)

	13 14 The first TEN (10) years of your life.	15 16 From ELEVEN (11) to TWEN- TY (20) years of age.	17 18 From TWEN- TY-ONE (21) years of age to present.
	Check only ONE	Check only ONE	Check only ONE
British Columbia	01 <input type="checkbox"/>	01 <input type="checkbox"/>	01 <input type="checkbox"/>
Alberta	02 <input type="checkbox"/>	02 <input type="checkbox"/>	02 <input type="checkbox"/>
Saskatchewan	03 <input type="checkbox"/>	03 <input type="checkbox"/>	03 <input type="checkbox"/>
Manitoba	04 <input type="checkbox"/>	04 <input type="checkbox"/>	04 <input type="checkbox"/>
Ontario	05 <input type="checkbox"/>	05 <input type="checkbox"/>	05 <input type="checkbox"/>
Quebec	06 <input type="checkbox"/>	06 <input type="checkbox"/>	06 <input type="checkbox"/>
New Brunswick	07 <input type="checkbox"/>	07 <input type="checkbox"/>	07 <input type="checkbox"/>
Nova Scotia	08 <input type="checkbox"/>	08 <input type="checkbox"/>	08 <input type="checkbox"/>
Prince Edward Island	09 <input type="checkbox"/>	09 <input type="checkbox"/>	09 <input type="checkbox"/>
Newfoundland	10 <input type="checkbox"/>	10 <input type="checkbox"/>	10 <input type="checkbox"/>
Other (specify)	11 <input type="checkbox"/>	11 <input type="checkbox"/>	11 <input type="checkbox"/>

- 19** Approximately how many employees report DIRECTLY to you at the present time? Check only ONE answer.

- 1 ☐ 0 (no employees)
 2 ☐ 1 to 3 employees
 3 ☐ 4 to 6 employees
 4 ☐ 7 to 9 employees
 5 ☐ 10 to 12 employees
 6 ☐ 13 to 15 employees
 7 ☐ 16 to 18 employees
 8 ☐ 19 employees or more

- 20** Approximately how many employees do you now have working under your GENERAL supervision? Check only ONE answer.

- 1 ☐ 0 (no employees)
 2 ☐ 1 to 10 employees
 3 ☐ 11 to 25 employees
 4 ☐ 26 to 100 employees
 5 ☐ 101 to 500 employees
 6 ☐ 501 to 1000 employees
 7 ☐ 1001 employees or more

- 21 What is the approximate percentage (%) of French Canadians among the employees under your GENERAL supervision? Check only ONE answer.

1 ☐ 0%
2 ☐ 1 to 20%
3 ☐ 21 to 40%
4 ☐ 41 to 60%
5 ☐ 61 to 80%
6 ☐ 81 to 100%

- 23 Before working for your present employer, have you ever worked for one or many companies where the majority of management people spoke FRENCH at work?

1 ☐ No
2 ☐ yes, less than one year
3 ☐ yes, 1 to 3 years
4 ☐ yes, 4 to 6 years
5 ☐ yes, 7 to 9 years
6 ☐ yes, 10 to 12 years
7 ☐ yes, 13 years or more

- 25 How frequently did you have contacts with French Canadians during your youth (up to 18 years of age)?

Check only ONE answer.

1 ☐ never
2 ☐ very seldom
3 ☐ seldom
4 ☐ occasionally
5 ☐ often
6 ☐ very often

- 27 How many French Canadians do you consider to be CLOSE PERSONAL FRIENDS of yours, if any?

Check only ONE answer.

1 ☐ 0 (none)
2 ☐ 1
3 ☐ 2
4 ☐ 3
5 ☐ 4
6 ☐ 5 or more

- 22 What is the approximate percentage (%) of English Canadians among the employees under your GENERAL supervision? Check only ONE answer.

1 ☐ 0%
2 ☐ 1 to 20%
3 ☐ 21 to 40%
4 ☐ 41 to 60%
5 ☐ 61 to 80%
6 ☐ 81 to 100%

- 24 Before working for your present employer, have you ever worked for one or many companies where the majority of management people spoke ENGLISH at work?

1 ☐ No
2 ☐ yes, less than one year
3 ☐ yes, 1 to 3 years
4 ☐ yes, 4 to 6 years
5 ☐ yes, 7 to 9 years
6 ☐ yes, 10 to 12 years
7 ☐ yes, 13 years or more

- 26 How frequently did you have contacts with English Canadians during your youth (up to 18 years of age)?

Check only ONE answer.

1 ☐ never
2 ☐ very seldom
3 ☐ seldom
4 ☐ occasionally
5 ☐ often
6 ☐ very often

- 28 How many English Canadians do you consider to be CLOSE PERSONAL FRIENDS of yours, if any?

Check only ONE answer.

1 ☐ 0 (none)
2 ☐ 1
3 ☐ 2
4 ☐ 3
5 ☐ 4
6 ☐ 5 or more

- 29 With what ease do you write French?

9 ☐ I do not know how to write French at all

IF YOU KNOW HOW TO WRITE FRENCH, indicate how easily you do write it, by circling any number from 1 to 8 on the scale which appears below. Number 1 indicates that you write French with great difficulty and number 8 indicates that you write it with great ease. You can use any number between these two extremes to indicate the degree of difficulty or ease with which you write French.

I write French with great difficulty : 1 : 2 : 3 : 4 : 5 : 6 : 7 : 8 : with great ease

30 With what ease do you write English ?

9 ☐ I do not know how to write English at all

(IF YOU KNOW HOW TO WRITE ENGLISH, indicate how easily you do write it, by circling any number from 1 to 8 on the scale which appears below. Number 1 indicates that you write English with great difficulty and number 8 indicates that you write it with great ease. You can use any number between these two extremes to indicate the degree of difficulty or ease with which you write English.)

	with great difficulty																		with great ease
I write English	:	1	:	2	:	3	:	4	:	5	:	6	:	7	:	8	:		

31 How frequently do you write French ?

Check only ONE answer.

- 1 ☐ never
- 2 ☐ very seldom
- 3 ☐ seldom
- 4 ☐ occasionally
- 5 ☐ often
- 6 ☐ very often

32 How frequently do you write English ?

Check only ONE answer.

- 1 ☐ never
- 2 ☐ very seldom
- 3 ☐ seldom
- 4 ☐ occasionally
- 5 ☐ often
- 6 ☐ very often

33 With what ease do you read French ?

9 ☐ I do not know how to read French at all

IF YOU KNOW HOW TO READ FRENCH, indicate how easily you do read it, by circling any number from 1 to 8 on the scale which appears below. Number 1 indicates that you read French with great difficulty and number 8 indicates that you read it with great ease. You can use any number between these two extremes to indicate the degree of difficulty or ease with which you read French.

	with great difficulty																		with great ease
I read French	:	1	:	2	:	3	:	4	:	5	:	6	:	7	:	8	:		

34 With what ease do you read English ?

9 ☐ I do not know how to read English at all

IF YOU KNOW HOW TO READ ENGLISH, indicate how easily you do read it, by circling any number from 1 to 8 on the scale which appears below. Number 1 indicates that you read English with great difficulty and number 8 indicates that you read it with great ease. You can use any number between these two extremes to indicate the degree of difficulty or ease with which you read French.

	with great difficulty																		with great ease
I read English	:	1	:	2	:	3	:	4	:	5	:	6	:	7	:	8	:		

35 How frequently do you read French ? Check only ONE answer.

- 1 ☐ never
- 2 ☐ very seldom
- 3 ☐ seldom
- 4 ☐ occasionally
- 5 ☐ often
- 6 ☐ very often

36 How frequently do you read English ? Check only ONE answer.

- 1 ☐ never
- 2 ☐ very seldom
- 3 ☐ seldom
- 4 ☐ occasionally
- 5 ☐ often
- 6 ☐ very often

37 With what ease do you understand spoken French ?

9 ☐ I do not understand French at all

IF YOU UNDERSTAND SPOKEN FRENCH, indicate how easily you do understand it by CIRCLING any number from 1 to 8 on the scale which appears below. Number 1 indicates that you understand French with great difficulty and number 8 indicates that you understand it with great ease. You can use any number between these two extremes to indicate the degree of difficulty or ease with which you understand French.

I understand	with great											with great							
French	difficulty	:	1	:	2	:	3	:	4	:	5	:	6	:	7	:	8	:	ease

38 With what ease do you understand spoken English ?

9 ☐ I do not understand English at all

IF YOU UNDERSTAND SPOKEN ENGLISH, indicate how easily you do understand it by CIRCLING any number from 1 to 8 on the scale which appears below. Number 1 indicates that you understand English with great difficulty and number 8 indicates that you understand it with great ease. You can use any number between these two extremes to indicate the degree of difficulty or ease with which you understand English.

I understand	with great											with great							
English	difficulty	:	1	:	2	:	3	:	4	:	5	:	6	:	7	:	8	:	ease

39 What is the approximate percentage (%) of time that your IMMEDIATE SUPERIOR speaks French in the normal course of WORK ACTIVITIES? Check only ONE answer.

00 ☐ Not applicable — no superior

01 ☐ 0% — Never

02 ☐ 1 — 5% of the time

03 ☐ 6 — 10% of the time

04 ☐ 11 — 15% of the time

05 ☐ 16 — 20% of the time

06 ☐ 21 — 25% of the time

07 ☐ 26 — 30% of the time

08 ☐ 31 — 35% of the time

09 ☐ 36 — 40% of the time

10 ☐ 41 — 45% of the time

11 ☐ 46 — 50% of the time

12 ☐ 51 — 55% of the time

13 ☐ 56 — 60% of the time

14 ☐ 61 — 65% of the time

15 ☐ 66 — 70% of the time

16 ☐ 71 — 75% of the time

17 ☐ 76 — 80% of the time

18 ☐ 81 — 85% of the time

19 ☐ 86 — 90% of the time

20 ☐ 91 — 95% of the time

21 ☐ 96 — 100% of the time

41 What is the approximate percentage (%) of time that your IMMEDIATE SUPERIOR speaks English in the normal course of WORK ACTIVITIES? Check only ONE answer.

00 ☐ Not applicable — no superior

01 ☐ 0% — Never

02 ☐ 1 — 5% of the time

03 ☐ 6 — 10% of the time

04 ☐ 11 — 15% of the time

05 ☐ 16 — 20% of the time

06 ☐ 21 — 25% of the time

07 ☐ 26 — 30% of the time

08 ☐ 31 — 35% of the time

09 ☐ 36 — 40% of the time

10 ☐ 41 — 45% of the time

11 ☐ 46 — 50% of the time

12 ☐ 51 — 55% of the time

13 ☐ 56 — 60% of the time

14 ☐ 61 — 65% of the time

15 ☐ 66 — 70% of the time

16 ☐ 71 — 75% of the time

17 ☐ 76 — 80% of the time

18 ☐ 81 — 85% of the time

19 ☐ 86 — 90% of the time

20 ☐ 91 — 95% of the time

21 ☐ 96 — 100% of the time

- 43 Suppose you were to move to some organization other than this company. If you had your choice, which of the following types of organizations would you most prefer? (Assuming that all these situations are possible for you and that conditions there would be as good as you could expect.) Check only ONE answer.
- 1 ☐ large company,
 - 2 ☐ government organization,
 - 3 ☐ university,
 - 4 ☐ private practice or my own business,
 - 5 ☐ small company,
 - 6 ☐ other type or organization (specify).....
- 44 Suppose you were to move to some organization other than this company. If you had your choice, which of the following types of organizations would you prefer? (Assume that all these situations are possible for you and that conditions there would be as good as you could expect.) Check only ONE answer.
- 1 ☐ a small French Canadian company,
 - 2 ☐ a small English Canadian company,
 - 3 ☐ a large French Canadian company,
 - 4 ☐ a large English Canadian company.
- 45 What are your plans for the future? Check only ONE answer.
- 1 ☐ I intend to leave this company as soon as possible,
 - 2 ☐ if I could find a better job elsewhere, I would consider the possibility of leaving this company,
 - 3 ☐ I would like to remain with this company for at least a few more years,
 - 4 ☐ as far as I can say presently, I would like to remain indefinitely with this Company.
- 46 In general, how much influence do you feel you have on those decisions made by your superior that affect your work? Check only ONE answer.
- 1 ☐ no influence at all,
 - 2 ☐ little influence,
 - 3 ☐ some influence,
 - 4 ☐ quite a bit of influence,
 - 5 ☐ very great influence.
- 47 All in all, to what extent are you satisfied with the amount of influence you have on those decisions made by your superior that affect your work? Check only ONE answer.
- 1 ☐ not at all satisfied,
 - 2 ☐ very little satisfied,
 - 3 ☐ satisfied to some degree,
 - 4 ☐ quite satisfied,
 - 5 ☐ extremely satisfied.

48 

QUESTIONNAIRE 6

The answers that you will give to the questions that follow are to help us classify and analyse the data of the research project. Even if many of these questions seem to be of a personal nature, they have not been designed to identify you personally. On the contrary, you may rest assured that no one will be able to identify you as an individual in this research project. Neither the professors or director of your school, nor the people who will read the research report will have access to the answers that you have personally given to the questions.

We ask you therefore to answer all of the questions. Your cooperation in this matter will allow us to do a thorough and efficient job of analysis.

In many instances in this questionnaire, we will make use of the expressions: "French Canadian" and "English Canadian". By "French Canadian", we mean a CANADIAN CITIZEN whose cultural or ethnic origin is French. By "English Canadian", we mean a CANADIAN CITIZEN whose cultural or ethnic origin is English.

The way that is followed by the person who answers the questionnaire is the way that you by putting an "X" in the appropriate box.

question which is most appropriate

EXAMPLE:

- 1 ☒ male
2 ☐ female

An "X" in the appropriate box. On the other hand, if the person is a woman. Don't forget to mark your answers.

Write your answers in the space provided. Do not write your name or address.

question is a man. If the person is a woman, mark the box for punching.

answer that you

1 0 6

11 12 What is the sex of the person who answers the questionnaire?
Ind

- 13 What is the marital status of the person who answers the questionnaire?
1 ☐ Single
2 ☐ Married
3 ☐ Widowed
4 ☐ Divorced

- 14 What is the sex of the person who answers the questionnaire?
1 ☐ Male
2 ☐ Female

- 15 How many children do you have?
1 ☐ Not applicable (I am not married)
2 ☐ none
3 ☐ 1 to 2 children
4 ☐ 3 to 4 children
5 ☐ 5 to 6 children
6 ☐ 7 to 8 children
7 ☐ 9 children or more

IMPORTANT

*Do not answer questions
on pages 40 to 50 inclusive.*

*Please start again on page 51
and continue to the end.*

16 What is your present nationality ? Check only ONE answer.

- 1 ☐ I am a Canadian born in Canada
- 2 ☐ I am a Canadian born outside of Canada, but from a Canadian father
- 3 ☐ I am a Canadian by naturalization
- 4 ☐ I am not a Canadian citizen

17 Was your father born in Canada ?

- 1 ☐ Yes
- 2 ☐ no

18 Where did you spend MOST of the FIRST TEN (10) years of your life ?

(Check only ONE answer. You might have lived about the same amount of time in more than one place. If this is the case, check only the ONE where you think you have spent the longest period of time even if the difference is very small.)

- 1 ☐ In a Canadian city of **1,000,000 people** or more (in Montreal or Toronto)
- 2 ☐ In a Canadian city of **250,000 to 999,999 people** (in Vancouver (B.C.), Edmonton (Alta.), Calgary (Alta.), Winnipeg (Man.), Ottawa (Ont.), Hamilton (Ont.) or Quebec City (Que.).)
- 3 ☐ In a Canadian city of **90,000 to 249,999 people** (in Victoria (B.C.), Regina (Sask.), Saskatoon (Sask.), London (Ont.), Sudbury (Ont.), Windsor (Ont.), St. John (N.B.), Halifax (N.S.) or St. John's (Nfld.).)
- 4 ☐ In a Canadian city of **30,000 to 89,999 people**
- 5 ☐ In a Canadian city of **10,000 to 29,999 people**
- 6 ☐ In a Canadian city of **4,000 to 9,999 people**
- 7 ☐ In a Canadian town or village of **3,999 people** or less
- 8 ☐ In a city, town or village **outside** of Canada

19 Where did you spend most of your time during the next ten (10) years of your life i.e. from ELEVEN (11) to TWENTY (20) years of age (or your present age if you are less than twenty (20) years of age) ?

(Check only ONE answer. You might have lived about the same amount of time in more than one place. If this is the case, check only the ONE where you think you have spent the longest period of time, even if the difference is very small.)

- 1 ☐ In a Canadian city of **1,000,000 people** or more (in Montreal or Toronto)
- 2 ☐ In a Canadian city of **250,000 to 999,999 people** (in Vancouver (B.C.), Edmonton (Alta.), Calgary (Alta.), Winnipeg (Man.), Ottawa (Ont.), Hamilton (Ont.), or Quebec City (Que.).)
- 3 ☐ In a Canadian city of **90,000 to 249,999 people** (in Victoria (B.C.), Regina (Sask.), Saskatoon (Sask.), London (Ont.), Sudbury (Ont.), Windsor (Ont.), St. John (N.B.), Halifax (N.S.) or St. John's (Nfld.).)
- 4 ☐ In a Canadian city of **30,000 to 89,999 people**
- 5 ☐ In a Canadian city of **10,000 to 29,999 people**
- 6 ☐ In a Canadian city of **4,000 to 9,999 people**
- 7 ☐ In a Canadian town or village of **3,999 people** or less
- 8 ☐ In a city, town or village **outside** of Canada

20 What language did you FIRST learn in childhood and still understand ? Check only ONE answer.

- 1 ☐ English
- 2 ☐ French
- 3 ☐ Other (specify).....

To what ethnic or cultural group does (did) your father and mother belong ?

Select the ONE ethnic or cultural group that characterizes best your father and the ONE that characterizes best your mother.

YOUR FATHER

21 Check only ONE answer.

- 1 ☐ English
- 2 ☐ French
- 3 ☐ German
- 4 ☐ Irish
- 5 ☐ Italian
- 6 ☐ Scottish
- 7 ☐ Ukrainian
- 8 ☐ Welsh
- 9 ☐ Other (specify)

YOUR MOTHER

22 Check only ONE answer.

- 1 ☐ English
- 2 ☐ French
- 3 ☐ German
- 4 ☐ Irish
- 5 ☐ Italian
- 6 ☐ Scottish
- 7 ☐ Ukrainian
- 8 ☐ Welsh
- 9 ☐ Other (specify)

ANSWER QUESTIONS IN BOTH COLUMNS

23 Do you read FRENCH newspapers and/or magazines? Check only ONE answer.

- 1 ☐ Never
- 2 ☐ less than once a month
- 3 ☐ once or twice a month
- 4 ☐ once a week
- 5 ☐ a few times a week
- 6 ☐ almost every day
- 7 ☐ every day

24 Do you read ENGLISH newspapers and/or magazines? Check only ONE answer.

- 1 ☐ Never
- 2 ☐ less than once a month
- 3 ☐ once or twice a month
- 4 ☐ once a week
- 5 ☐ a few times a week
- 6 ☐ almost every day
- 7 ☐ every day

25 Approximately how many hours a WEEK do you spend listening to the radio or watching T.V. in FRENCH? Check only ONE answer.

- 1 ☐ Never
- 2 ☐ less than 1 hour
- 3 ☐ 1 to 3 hours
- 4 ☐ 4 to 6 hours
- 5 ☐ 7 to 9 hours
- 6 ☐ 10 to 12 hours
- 7 ☐ 13 to 15 hours
- 8 ☐ 16 to 18 hours
- 9 ☐ 19 hours or more

26 Approximately how many hours a WEEK do you spend listening to the radio or watching T.V. in ENGLISH? Check only ONE answer.

- 1 ☐ Never
- 2 ☐ less than 1 hour
- 3 ☐ 1 to 3 hours
- 4 ☐ 4 to 6 hours
- 5 ☐ 7 to 9 hours
- 6 ☐ 10 to 12 hours
- 7 ☐ 13 to 15 hours
- 8 ☐ 16 to 18 hours
- 9 ☐ 19 hours or more

27 Do you have contacts at present with French Canadians AT SCHOOL? Check only ONE answer.

- 1 ☐ Never
- 2 ☐ less than once a month
- 3 ☐ once or twice a month
- 4 ☐ once or twice a week
- 5 ☐ almost every day
- 6 ☐ once or twice a day
- 7 ☐ 3 or 4 times a day
- 8 ☐ 5 or 6 times a day
- 9 ☐ 7 times or more a day

28 Do you have contacts at present with English Canadians AT SCHOOL? Check only ONE answer.

- 1 ☐ Never
- 2 ☐ less than once a month
- 3 ☐ once or twice a month
- 4 ☐ once or twice a week
- 5 ☐ almost every day
- 6 ☐ once or twice a day
- 7 ☐ 3 or 4 times a day
- 8 ☐ 5 or 6 times a day
- 9 ☐ 7 times or more a day

- University of Montreal

37 What is the approximate percentage (%) of
38 time that you speak French at the place where
you presently LIVE or BOARD? Check only
ONE answer.

- 01 ☐ 0% — Never
- 02 ☐ 1 — 5% of the time
- 03 ☐ 6 — 10% of the time
- 04 ☐ 11 — 15% of the time
- 05 ☐ 16 — 20% of the time
- 06 ☐ 21 — 25% of the time
- 07 ☐ 26 — 30% of the time
- 08 ☐ 31 — 35% of the time
- 09 ☐ 36 — 40% of the time
- 10 ☐ 41 — 45% of the time
- 11 ☐ 46 — 50% of the time
- 12 ☐ 51 — 55% of the time
- 13 ☐ 56 — 60% of the time
- 14 ☐ 61 — 65% of the time
- 15 ☐ 66 — 70% of the time
- 16 ☐ 71 — 75% of the time
- 17 ☐ 76 — 80% of the time
- 18 ☐ 81 — 85% of the time
- 19 ☐ 86 — 90% of the time
- 20 ☐ 91 — 95% of the time
- 21 ☐ 96 — 100% of the time

41 What was the approximate percentage (%) of
42 time that French was spoken in YOUR PA-
RENTS' HOME, by yourself and the members
of your immediate family (father, mother,
brothers and sisters), during your years at
school?

Check only ONE answer.

- 01 ☐ 0% — Never
- 02 ☐ 1 — 5% of the time
- 03 ☐ 6 — 10% of the time
- 04 ☐ 11 — 15% of the time
- 05 ☐ 16 — 20% of the time
- 06 ☐ 21 — 25% of the time
- 07 ☐ 26 — 30% of the time
- 08 ☐ 31 — 35% of the time
- 09 ☐ 36 — 40% of the time
- 10 ☐ 41 — 45% of the time
- 11 ☐ 46 — 50% of the time
- 12 ☐ 51 — 55% of the time
- 13 ☐ 56 — 60% of the time
- 14 ☐ 61 — 65% of the time
- 15 ☐ 66 — 70% of the time
- 16 ☐ 71 — 75% of the time
- 17 ☐ 76 — 80% of the time
- 18 ☐ 81 — 85% of the time
- 19 ☐ 86 — 90% of the time
- 20 ☐ 91 — 95% of the time
- 21 ☐ 96 — 100% of the time

39 What is the approximate percentage (%) of
40 time that you speak English at the place where
you presently LIVE or BOARD? Check only
ONE answer.

- 01 ☐ 0% — Never
- 02 ☐ 1 — 5% of the time
- 03 ☐ 6 — 10% of the time
- 04 ☐ 11 — 15% of the time
- 05 ☐ 16 — 20% of the time
- 06 ☐ 21 — 25% of the time
- 07 ☐ 26 — 30% of the time
- 08 ☐ 31 — 35% of the time
- 09 ☐ 36 — 40% of the time
- 10 ☐ 41 — 45% of the time
- 11 ☐ 46 — 50% of the time
- 12 ☐ 51 — 55% of the time
- 13 ☐ 56 — 60% of the time
- 14 ☐ 61 — 65% of the time
- 15 ☐ 66 — 70% of the time
- 16 ☐ 71 — 75% of the time
- 17 ☐ 76 — 80% of the time
- 18 ☐ 81 — 85% of the time
- 19 ☐ 86 — 90% of the time
- 20 ☐ 91 — 95% of the time
- 21 ☐ 96 — 100% of the time

43 What was the approximate percentage (%) of
44 time that English was spoken in YOUR PA-
RENTS' HOME, by yourself and the members
of your immediate family (father, mother,
brothers and sisters), during your years at
school?

Check only ONE answer.

- 01 ☐ 0% — Never
- 02 ☐ 1 — 5% of the time
- 03 ☐ 6 — 10% of the time
- 04 ☐ 11 — 15% of the time
- 05 ☐ 16 — 20% of the time
- 06 ☐ 21 — 25% of the time
- 07 ☐ 26 — 30% of the time
- 08 ☐ 31 — 35% of the time
- 09 ☐ 36 — 40% of the time
- 10 ☐ 41 — 45% of the time
- 11 ☐ 46 — 50% of the time
- 12 ☐ 51 — 55% of the time
- 13 ☐ 56 — 60% of the time
- 14 ☐ 61 — 65% of the time
- 15 ☐ 66 — 70% of the time
- 16 ☐ 71 — 75% of the time
- 17 ☐ 76 — 80% of the time
- 18 ☐ 81 — 85% of the time
- 19 ☐ 86 — 90% of the time
- 20 ☐ 91 — 95% of the time
- 21 ☐ 96 — 100% of the time

- 45** What was the approximate percentage (%) of
46 time that French was spoken in YOUR WIFE'S
OWN HOME, during her years at school?

Check only ONE answer.

- 01 ☐ Not applicable (I am not married)
02 ☐ 0% — Never
03 ☐ 1 — 5% of the time
04 ☐ 6 — 10% of the time
05 ☐ 11 — 15% of the time
06 ☐ 16 — 20% of the time
07 ☐ 21 — 25% of the time
08 ☐ 26 — 30% of the time
09 ☐ 31 — 35% of the time
10 ☐ 36 — 40% of the time
11 ☐ 41 — 45% of the time
12 ☐ 46 — 50% of the time
13 ☐ 51 — 55% of the time
14 ☐ 56 — 60% of the time
15 ☐ 61 — 65% of the time
16 ☐ 66 — 70% of the time
17 ☐ 71 — 75% of the time
18 ☐ 76 — 80% of the time
19 ☐ 81 — 85% of the time
20 ☐ 86 — 90% of the time
21 ☐ 91 — 95% of the time
22 ☐ 96 — 100% of the time

- 47** What was the approximate percentage (%) of
48 time that English was spoken in YOUR WIFE'S
OWN HOME, during her years at school?

Check only ONE answer.

- 01 ☐ Not applicable (I am not married)
02 ☐ 0% — Never
03 ☐ 1 — 5% of the time
04 ☐ 6 — 10% of the time
05 ☐ 11 — 15% of the time
06 ☐ 16 — 20% of the time
07 ☐ 21 — 25% of the time
08 ☐ 26 — 30% of the time
09 ☐ 31 — 35% of the time
10 ☐ 36 — 40% of the time
11 ☐ 41 — 45% of the time
12 ☐ 46 — 50% of the time
13 ☐ 51 — 55% of the time
14 ☐ 56 — 60% of the time
15 ☐ 61 — 65% of the time
16 ☐ 66 — 70% of the time
17 ☐ 71 — 75% of the time
18 ☐ 76 — 80% of the time
19 ☐ 81 — 85% of the time
20 ☐ 86 — 90% of the time
21 ☐ 91 — 95% of the time
22 ☐ 96 — 100% of the time

- 49** Indicate below the number of years you have held a permanent job.

(Do not include summer employment or the time that you worked while going to school.)

- 1 ☐ 0, I have never held a permanent job,
2 ☐ 1 to 3 years,
3 ☐ 4 to 6 years,
4 ☐ 7 to 9 years,
5 ☐ 10 to 12 years,
6 ☐ 13 to 15 years,
7 ☐ 16 to 18 years,
8 ☐ 19 years or more.

- 50** Have you ever attended a primarily French-
speaking school, college or university?

Indicate the approximate number of years.
Check only ONE answer.

- 1 ☐ 0 — I have never attended such a school.
2 ☐ 1 to 2 years,
3 ☐ 3 to 4 years,
4 ☐ 5 to 6 years,
5 ☐ 7 to 8 years,
6 ☐ 9 to 10 years,
7 ☐ 11 to 12 years,
8 ☐ 12 years or more.

- 51** Have you ever attended a primarily English-
speaking school, college or university?

Indicate the approximate number of years.
Check only ONE answer.

- 1 ☐ 0 — I have never attended such a school.
2 ☐ 1 to 2 years,
3 ☐ 3 to 4 years,
4 ☐ 5 to 6 years,
5 ☐ 7 to 8 years,
6 ☐ 9 to 10 years,
7 ☐ 11 to 12 years,
8 ☐ 12 years or more.

52 Indicate, if any, the approximate NUMBER OF HOURS you have attended training sessions of courses in human relations or leadership.

- 1 ☐ 0 hours,
- 2 ☐ 0 to 30 hours,
- 3 ☐ 31 to 60 hours,
- 4 ☐ 61 to 90 hours,
- 5 ☐ 91 to 120 hours,
- 6 ☐ 121 hours or more.

53 To your best estimate, what is the approximate number of years of schooling of your father? Check only ONE answer.

- 1 ☐ 0 years,
- 2 ☐ 1 to 3 years,
- 3 ☐ 4 to 6 years,
- 4 ☐ 7 to 9 years,
- 5 ☐ 10 to 12 years,
- 6 ☐ 13 to 15 years,
- 7 ☐ 15 years or more

54 What main type of work (trade or profession) was your father engaged in during most of the first TWENTY (20) years of YOUR LIFE? Check only ONE answer.

Even if your father was engaged in different types of work, just indicate the ONE TYPE he was engaged in for the longest period of time.

- 1 ☐ Not applicable (my father was disabled, is deceased, etc.)
- 2 ☐ farmer or fisherman
- 3 ☐ laborer
- 4 ☐ tradesman or technician
- 5 ☐ clerical worker
- 6 ☐ salesman
- 7 ☐ professional
- 8 ☐ other (specify)

55 What type of organization did your father work for during most of the first TWENTY (20) years of YOUR LIFE? Check only ONE answer.

Even if your father was engaged in different types of organizations, just indicate the ONE TYPE he worked in for the longest period of time.

- 1 ☐ Not applicable (my father was disabled, is deceased, etc.)
- 2 ☐ an industry (a place where a product is fabricated or transformed)
- 3 ☐ a retail or wholesale company (a place where a product is bought to be resold)
- 4 ☐ a business organization (bank, stock exchange, insurance, real estate, etc.)
- 5 ☐ a governmental or municipal service
- 6 ☐ other (specify)

56 About how many employees worked in the organization mentioned in the preceding question?

- 1 ☐ Not applicable (my father was disabled, is deceased, etc.)
- 2 ☐ 4 or less employees
- 3 ☐ 5 to 49 employees
- 4 ☐ 50 to 499 employees
- 5 ☐ 500 to 1999 employees
- 6 ☐ 2000 employees or more

- 57 In which of the following categories would one find the approximate salary or income of your father today? Check only ONE answer.

If your father is deceased or retired indicate last permanent salary or income.

- 1 ☐ \$249 a month or less (or \$2999 a year or less)
- 2 ☐ Between \$ 250 and \$ 499 a month (or between \$ 3000 and \$ 5999 a year)
- 3 ☐ Between \$ 500 and \$ 749 a month (or between \$ 6000 and \$ 8999 a year)
- 4 ☐ Between \$ 750 and \$ 999 a month (or between \$ 9000 and \$11999 a year)
- 5 ☐ Between \$1000 and \$1249 a month (or between \$12000 and \$14999 a year)
- 6 ☐ Between \$1250 and \$1499 a month (or between \$15000 and \$17999 a year)
- 7 ☐ Between \$1500 and \$1749 a month (or between \$18000 and \$20999 a year)
- 8 ☐ Between \$1750 and \$1999 a month (or between \$21000 and \$23999 a year)
- 9 ☐ Between \$2000 a month or more (or between \$24000 a year or more)

- 58 Indicate the level of the HIGHEST POSITION reached by your father in the organization that you have just mentioned in the two preceding questions. Check only ONE answer.

- 1 ☐ Not applicable (my father was disabled, is deceased, etc.)
- 2 ☐ Employee without supervisory responsibility
- 3 ☐ Management at the level of assistant foreman, foreman, general foreman or equivalent
- 4 ☐ Middle management
- 5 ☐ Management at the level of president, vice-president, general manager or equivalent
- 6 ☐ Owner (or partner)
- 7 ☐ Other (specify)

- 59 To which religious faith do you belong? Check only ONE answer.

- 1 ☐ Jewish
- 2 ☐ Protestant
- 3 ☐ Roman Catholic
- 4 ☐ Other (Specify)
- 5 ☐ I do not belong to any religious faith

Indicate in which area you spent MOST of your time during the following stages of your life.

(Check only ONE answer for each stage. You might have lived about the same amount of time in more than one place. If this is the case, check only the ONE where you think you have spent the longest period of time, even if the difference is very small.)

60 61 The first TEN
(10) years of
your life.

Check only ONE

62 63 From ELEVEN
(11) to your
present age.

Check only ONE

British Columbia

01 ☐

01 ☐

Alberta

02 ☐

02 ☐

Saskatchewan

03 ☐

03 ☐

Manitoba

04 ☐

04 ☐

Ontario

05 ☐

05 ☐

Quebec

06 ☐

06 ☐

New Brunswick

07 ☐

07 ☐

Nova Scotia

08 ☐

08 ☐

Prince Edward Island

09 ☐

09 ☐

Newfoundland

10 ☐

10 ☐

Other (specify)

11 ☐

11 ☐

64 How frequently did you have contacts with French Canadians during your youth (up to 18 years of age)?

- 1 ☐ Never
2 ☐ very seldom
3 ☐ seldom
4 ☐ occasionally
5 ☐ often
6 ☐ very often

66 How many French Canadians do you consider to be CLOSE PERSONAL FRIENDS of yours, if any?

- | | |
|----------------------------|-----------|
| 1 <input type="checkbox"/> | 0 (none) |
| 2 <input type="checkbox"/> | 1 |
| 3 <input type="checkbox"/> | 2 |
| 4 <input type="checkbox"/> | 3 |
| 5 <input type="checkbox"/> | 4 |
| 6 <input type="checkbox"/> | 5 or more |

65 How frequently did you have contacts with English Canadians during your youth (up to 18 years of age) ?

- 1 ☐ Never
2 ☐ very seldom
3 ☐ seldom
4 ☐ occasionally
5 ☐ often
6 ☐ very often

67 How many English Canadians do you consider to be CLOSE PERSONAL FRIENDS of yours, if any?

- | | |
|----------------------------|-----------|
| 1 <input type="checkbox"/> | 0 (none) |
| 2 <input type="checkbox"/> | 1 |
| 3 <input type="checkbox"/> | 2 |
| 4 <input type="checkbox"/> | 3 |
| 5 <input type="checkbox"/> | 4 |
| 6 <input type="checkbox"/> | 5 or more |

68 With what ease do you write French?

- 9 ☐ I do not know how to write French at all

69 With what ease do you write English?

- 9 ☐ I do not know how to write English at all

70 How frequently do you write French?

- 1 ☐ Never
2 ☐ very seldom
3 ☐ seldom
4 ☐ occasionally
5 ☐ often
6 ☐ very often

71 How frequently do you write English?

- 1 ☐ Never
2 ☐ very seldom
3 ☐ seldom
4 ☐ occasionally
5 ☐ often
6 ☐ very often

72 With what ease do you read French ?

9 ☐ I do not know how to read French at all

(IF YOU KNOW HOW TO READ FRENCH, indicate how easily you do read it, by circling any number from 1 to 8 on the scale which appears below. Number 1 indicates that you read French with great difficulty and number 8 indicates that you read it with great ease. You can use any number between these two extremes to indicate the degree of difficulty or ease with which you read French.)

	with great difficulty																		with great ease
I read French	:	1	:	2	:	3	:	4	:	5	:	6	:	7	:	8	:		

73 With what ease do you read English ?

9 ☐ I do not know how to read English at all

(IF YOU KNOW HOW TO READ ENGLISH, indicate how easily you do read it, by circling any number from 1 to 8 on the scale which appears below. Number 1 indicates that you read English with great difficulty and number 8 indicates that you read it with great ease. You can use any number between these two extremes to indicate the degree of difficulty or ease with which you read English.)

	with great difficulty																		with great ease
I read English	:	1	:	2	:	3	:	4	:	5	:	6	:	7	:	8	:		

74 How frequently do you read French ? Check only ONE answer.

- 1 ☐ Never
- 2 ☐ very seldom
- 3 ☐ seldom
- 4 ☐ occasionally
- 5 ☐ often
- 6 ☐ very often

75 How frequently do you read English ? Check only ONE answer.

- 1 ☐ Never
- 2 ☐ very seldom
- 3 ☐ seldom
- 4 ☐ occasionally
- 5 ☐ often
- 6 ☐ very often

76 With what ease do you understand spoken French ?

9 ☐ I do not understand French at all

(IF YOU UNDERSTAND SPOKEN FRENCH, indicate how easily you do understand it by CIRCLING any number from 1 to 8 on the scale which appears below. Number 1 indicates that you understand French with great difficulty and number 8 indicates that you understand it with great ease. You can use any number between these two extremes to indicate the degree of difficulty or ease with which you understand French.)

	with great difficulty																		with great ease
I understand French	:	1	:	2	:	3	:	4	:	5	:	6	:	7	:	8	:		

77 With what ease do you understand spoken English ?

9 ☐ I do not understand English at all

(IF YOU UNDERSTAND SPOKEN ENGLISH, indicate how easily you do understand it by CIRCLING any number from 1 to 8 on the scale which appears below. Number 1 indicates that you understand English with great difficulty and number 8 indicates that you understand it with great ease. You can use any number between these two extremes to indicate the degree of difficulty or ease with which you understand English.)

	with great difficulty																		with great ease
I understand English	:	1	:	2	:	3	:	4	:	5	:	6	:	7	:	8	:		

78 Indicate below your present year in Commerce or Business Administration.

- ☐ 1st year Undergraduate level
- ☐ 2nd year Undergraduate level
- ☐ 3rd year Undergraduate level
- ☐ 4th year Undergraduate level
- ☐ 1st year Graduate level
- ☐ 2nd year Graduate level
- ☐ 3rd year Graduate level

79 Do you hold a University degree (bachelor or master, etc.) in a field other than Commerce or Business Administration?

- 1 ☐ No.
If you do, indicate below in which field.
- 2 ☐ Science.
- 3 ☐ Social Sciences.
- 4 ☐ Engineering.
- 5 ☐ Law.
- 6 ☐ Arts.
- 7 ☐ Other (specify).....

80 

QUESTIONNAIRE 9

A number of job characteristics which are important to people at all levels of management have been identified. Some of these job characteristics will be more important to you than others. We would like to know which ones you presently consider more important and which ones you presently consider less important to you.

To obtain this information, we have listed below pairs of statements that describe these job characteristics. Look at the first pair listed below and ask yourself the following question:

"IF MY JOB COULD BE CHANGED IN ONLY ONE OF THESE TWO WAYS, WHICH CHANGE WOULD I PREFER?"

Receive a better salary ☐ or ☐ Have shorter working hours.

If you feel that in your job it would be more important to you to receive a better salary than to have shorter working hours, regardless of what the reason might be, then you would put an "X" next to the statement "Receive a better salary", as shown below:

Receive a better salary ☒ or ☐ Have shorter working hours.

If, on the other hand, you feel that in your job it would be more important to you to have shorter working hours than to receive a better salary, then you would put an "X" next to the statement "Have shorter working hours", as shown below:

Receive a better salary ☐ or ☒ Have shorter working hours.

Ask yourself the same question for each pair of statements:

"IF MY JOB COULD BE CHANGED IN ONLY ONE OF THESE TWO WAYS, WHICH CHANGE WOULD I PREFER?"

and answer accordingly. There will be many comparisons. Please treat each comparison separately. Do not try to remember your previous choices.

Some of these choices may seem difficult, but it is important that you answer each one, so please **do not skip any**. When you find a choice difficult to make, just use your first impression.

As this is not a test, there are no right or wrong answers. We just want to know which of these job characteristics presently is **most important** to you:

N.B.: IT IS VERY IMPORTANT THAT YOU:

1. MAKE A CHOICE FOR EVERY COMPARISON.
2. THAT YOU SELECT *ONE* AND ONLY *ONE* OF THE TWO JOB CHARACTERISTICS IN EACH COMPARISON.

- | | | |
|--|-----------|--|
| <p>(1) Have greater possibility of developing close friendships at work. <input type="checkbox"/></p> | or | <p><input type="checkbox"/> Have more efficient work equipment and installations.</p> |
| <p>(2) Have more opportunity to devote all my energies and personal resources to my work. <input type="checkbox"/></p> | or | <p><input type="checkbox"/> Have more possibility of being appreciated for myself, as a person.</p> |
| <p>(3) Have more attractive and pleasant physical work surroundings. <input type="checkbox"/></p> | or | <p><input type="checkbox"/> Have more opportunity to train and develop my subordinates for responsible positions in the company.</p> |
| <p>(4) Have fewer worries, tensions and troubles. <input type="checkbox"/></p> | or | <p><input type="checkbox"/> Have more opportunity to specialize in the job area I like best (i.e. accounting, training, purchasing, maintenance, assembly operations, etc.).</p> |
| <p>(5) Have more possibility of treating people as human beings, rather than as tools of production. <input type="checkbox"/></p> | or | <p><input type="checkbox"/> Have greater possibility of developing close friendships at work.</p> |
| <p>(6) Have to deal directly with fewer people in the company to get my work done. <input type="checkbox"/></p> | or | <p><input type="checkbox"/> Have more efficient work equipment and installations.</p> |
| <p>(7) Have more opportunity to train and develop my subordinates for responsible positions in the company. <input type="checkbox"/></p> | or | <p><input type="checkbox"/> Have more opportunity to devote all my energies and personal resources to my work.</p> |
| <p>(8) Have more opportunity to specialize in the job area I like best (i.e. accounting, training, purchasing, maintenance, assembly operations, etc.). <input type="checkbox"/></p> | or | <p><input type="checkbox"/> Have more attractive and pleasant physical work surroundings.</p> |
| <p>(9) Have greater possibility of developing close friendships at work. <input type="checkbox"/></p> | or | <p><input type="checkbox"/> Have to deal directly with fewer people in the company to get my work done.</p> |
| <p>(10) Have more efficient work equipment and installations. <input type="checkbox"/></p> | or | <p><input type="checkbox"/> Have more possibility of being appreciated for myself, as a person.</p> |
| <p>(11) Have more opportunity to devote all my energies and personal resources to my work. <input type="checkbox"/></p> | or | <p><input type="checkbox"/> Have more opportunity to specialize in the job area I like best (i.e. accounting, training, purchasing, maintenance, assembly operations, etc.).</p> |
| <p>(12) Have greater possibility of being appreciated for my work. <input type="checkbox"/></p> | or | <p><input type="checkbox"/> Have greater possibility of developing close friendships at work.</p> |
| <p>(13) Have more possibility of being appreciated for myself, as a person. <input type="checkbox"/></p> | or | <p><input type="checkbox"/> Have to deal directly with fewer people in the company to get my work done.</p> |
| <p>(14) Have more opportunity to train and develop my subordinates for responsible positions in the company. <input type="checkbox"/></p> | or | <p><input type="checkbox"/> Have more efficient work equipment and installations.</p> |
| <p>(15) Have greater possibility of developing close friendships at work. <input type="checkbox"/></p> | or | <p><input type="checkbox"/> Have more possibility of being appreciated for myself, as a person.</p> |
| <p>(16) Have to deal directly with fewer people in the company to get my work done. <input type="checkbox"/></p> | or | <p><input type="checkbox"/> Have more opportunity to train and develop my subordinates for responsible positions in the company.</p> |

- | | | |
|---|-----------------|--|
| (17) Have more efficient work equipment and installations. <input type="checkbox"/> | or
27 | <input type="checkbox"/> Have more opportunity to specialize in the job area I like best (i.e. accounting, training, purchasing, maintenance, assembly operations, etc.). |
| (18) Have a better social security plan at work (pension, life insurance or health insurance plans). <input type="checkbox"/> | or
28 | <input type="checkbox"/> Have greater possibility of developing close friendships at work. |
| (19) Have more opportunity to train and develop my subordinates for responsible positions in the company. <input type="checkbox"/> | or
29 | <input type="checkbox"/> Have more possibility of being appreciated for myself, as a person. |
| (20) Have more opportunity to specialize in the job area I like best, (i.e. accounting, training, purchasing, maintenance, assembly operations, etc.). <input type="checkbox"/> | or
30 | <input type="checkbox"/> Have to deal directly with fewer people in the company to get my work done. |
| (21) Receive a better salary. <input type="checkbox"/> | or
31 | <input type="checkbox"/> Have more efficient work equipment and installations. |
| (22) Have greater possibility of developing close friendships at work. <input type="checkbox"/> | or
32 | <input type="checkbox"/> Have more opportunity to train and develop my subordinates for responsible positions in the company. |
| (23) Have more possibility of being appreciated for myself, as a person. <input type="checkbox"/> | or
33 | <input type="checkbox"/> Have more opportunity to specialize in the job area I like best, (i.e. accounting, training, purchasing, maintenance, assembly operations, etc.). |
| (24) Have to deal directly with fewer people in the company to get my work done. <input type="checkbox"/> | or
34 | <input type="checkbox"/> Receive a better salary. |
| (25) Have more efficient work equipment and installations. <input type="checkbox"/> | or
35 | <input type="checkbox"/> Have shorter working hours. |
| (26) Being given the responsibility (i.e. being held responsible) for a greater number of important decisions. <input type="checkbox"/> | or
36 | <input type="checkbox"/> Have greater possibility of developing close friendships at work. |
| (27) Have more opportunity to specialize in the job area I like best, (i.e. accounting, training, purchasing, maintenance, assembly operations, etc.). <input type="checkbox"/> | or
37 | <input type="checkbox"/> Have more opportunity to train and develop my subordinates for responsible positions in the company. |
| (28) Receive a better salary. <input type="checkbox"/> | or
38 | <input type="checkbox"/> Have more possibility of being appreciated for myself, as a person. |
| (29) Have shorter working hours. <input type="checkbox"/> | or
39 | <input type="checkbox"/> Have to deal directly with fewer people in the company to get my work done. |
| (30) Have more opportunity for promotions. <input type="checkbox"/> | or
40 | <input type="checkbox"/> Have more efficient work equipment and installations. |
| (31) Have greater possibility of developing close friendships at work. <input type="checkbox"/> | or
41 | <input type="checkbox"/> Have more opportunity to specialize in the job area I like best (i.e. accounting, training, purchasing, maintenance, assembly operations, etc.). |
| (32) Have more opportunity to train and develop my subordinates for responsible positions in the company. <input type="checkbox"/> | or
42 | Receive a better salary. |

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| (33) Have more possibility of being appreciated for myself, as a person. <input type="checkbox"/> | or
43 | <input type="checkbox"/> Have shorter working hours. |
| (34) Have to deal directly with fewer people in the company to get my work done. <input type="checkbox"/> | or
44 | <input type="checkbox"/> Have more opportunity for promotions. |
| (35) Have more efficient work equipment and installations. <input type="checkbox"/> | or
45 | <input type="checkbox"/> Have more assurance that I can remain on this job, as long as I want to. |
| (36) Have more power and authority in my job. <input type="checkbox"/> | or
46 | <input type="checkbox"/> Have greater possibility of developing close friendships at work. |
| (37) Receive a better salary. <input type="checkbox"/> | or
47 | <input type="checkbox"/> Have more opportunity to specialize in the job area I like best (i.e. accounting, training, purchasing, maintenance, assembly operations, etc.). |
| (38) Have shorter working hours. <input type="checkbox"/> | or
48 | <input type="checkbox"/> Have more opportunity to train and develop my subordinates for responsible positions in the company. |
| (39) Have more opportunity for promotions. <input type="checkbox"/> | or
49 | <input type="checkbox"/> Have more possibility of being appreciated for myself, as a person. |
| (40) Have more assurance that I can remain on this job, as long as I want to. <input type="checkbox"/> | or
50 | <input type="checkbox"/> Have to deal directly with fewer people in the company to get my work done. |
| (41) Have more definite and regular working hours. <input type="checkbox"/> | or
51 | <input type="checkbox"/> Have more efficient work equipment and installations. |
| (42) Have greater possibility of developing close friendships at work. <input type="checkbox"/> | or
52 | <input type="checkbox"/> Receive a better salary. |
| (43) Have more opportunity to specialize in the job area I like best (i.e. accounting, training, purchasing, maintenance, assembly operations, etc.). <input type="checkbox"/> | or
53 | <input type="checkbox"/> Have shorter working hours. |
| (44) Have more opportunity to train my subordinates for responsible positions in the company. <input type="checkbox"/> | or
54 | <input type="checkbox"/> Have more opportunity for promotions. |
| (45) Have more possibility of being appreciated for myself, as a person. <input type="checkbox"/> | or
55 | <input type="checkbox"/> Have more assurance that I can remain on this job as long as I want to. |
| (46) Have to deal directly with fewer people in the company to get my work done. <input type="checkbox"/> | or
56 | <input type="checkbox"/> Have more definite and regular working hours. |
| (47) Have more efficient work equipment and installations. <input type="checkbox"/> | or
57 | <input type="checkbox"/> Have more possibility of treating people as human beings rather than as tools of production. |
| (48) Have fewer people to please, being less exposed to criticism. <input type="checkbox"/> | or
58 | <input type="checkbox"/> Have greater possibility of developing close friendships at work. |
| (49) Have more opportunity for promotions. <input type="checkbox"/> | or
59 | <input type="checkbox"/> Have more opportunity to specialize in the job area I like best (i.e. accounting, training, purchasing, maintenance, assembly operations, etc.). |
| (50) Have more assurance that I can remain on this job, as long as I want to. <input type="checkbox"/> | or
60 | <input type="checkbox"/> Have more opportunity to train my subordinates for responsible positions in the company. |

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| (51) Have more definite and regular working hours. <input type="checkbox"/> | or
61 | <input type="checkbox"/> Have more possibility of being appreciated for myself, as a person. |
| (52) Have more possibility of treating people as human beings rather than as tools of production. <input type="checkbox"/> | or
62 | <input type="checkbox"/> Have to deal directly with fewer people in the company to get my work done. |
| (53) Have greater possibility of being appreciated for my work. <input type="checkbox"/> | or
63 | <input type="checkbox"/> Have more efficient work equipment and installations. |
| (54) Have greater possibility of developing close friendships at work. <input type="checkbox"/> | or
64 | <input type="checkbox"/> Have shorter working hours. |
| (55) Have more opportunity to specialize in the job area I like best (i.e. accounting, training, purchasing, maintenance, assembly operations, etc.). <input type="checkbox"/> | or
65 | <input type="checkbox"/> Have more assurance that I can remain on this job, as long as I want to. |
| (56) Have more opportunity to train and develop my subordinates for responsible positions in the company. <input type="checkbox"/> | or
66 | <input type="checkbox"/> Have more definite and regular working hours. |
| (57) Have more possibility of being appreciated for myself, as a person. <input type="checkbox"/> | or
67 | <input type="checkbox"/> Have more possibility of treating people as human beings rather than as tools of production. |
| (58) Have to deal directly with fewer people in the company to get my work done. <input type="checkbox"/> | or
68 | <input type="checkbox"/> Have greater possibility of being appreciated for my work. |
| (59) Have more efficient work equipment and installations. <input type="checkbox"/> | or
69 | <input type="checkbox"/> Have a better social security plan at work (pension, life insurance or health insurance plans). |
| (60) Have fewer worries, tensions and troubles. <input type="checkbox"/> | or
70 | <input type="checkbox"/> Have greater possibility of developing close friendships at work. |
| (61) Have more opportunity to devote all my energies and personal resources to my work. <input type="checkbox"/> | or
71 | <input type="checkbox"/> Have greater possibility of developing close friendships at work. |
| (62) Have more definite and regular working hours. <input type="checkbox"/> | or
72 | <input type="checkbox"/> Have more opportunity to specialize in the job area I like best (i.e. accounting, training, purchasing, maintenance, assembly operations, etc.). |
| (63) Have more possibility of treating people as human beings, rather than as tools of production. <input type="checkbox"/> | or
73 | <input type="checkbox"/> Have more opportunity to train and develop my subordinates for responsible positions in the company. |
| (64) Have greater possibility of being appreciated for my work. <input type="checkbox"/> | or
74 | <input type="checkbox"/> Have more possibility of being appreciated for myself, as a person. |
| (65) Have a better social security plan at work (pension, life insurance or health insurance plans). <input type="checkbox"/> | or
75 | <input type="checkbox"/> Have to deal directly with fewer people in the company to get my work done. |
| (66) Being given the responsibility (i.e. being held responsible) for a greater number of important decisions. <input type="checkbox"/> | or
76 | <input type="checkbox"/> Have more efficient work equipment and installations. |
| (67) Have greater possibility of developing close friendships at work. <input type="checkbox"/> | or
77 | <input type="checkbox"/> Have more opportunity for promotions. |

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| (68) Have more opportunity to specialize in the job area I like best (i.e. accounting training, purchasing, maintenance, assembly operations, etc.). <input type="checkbox"/> | or
78 | <input type="checkbox"/> Have more possibility of treating people as human beings rather than as tools of production. |
| (69) Have more opportunity to train my subordinates for responsible positions in the company. <input type="checkbox"/> | or
79 | <input type="checkbox"/> Have greater possibility of being appreciated for my work. |

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| (70) Have more possibility of being appreciated for myself, as a person. <input type="checkbox"/> | or
11 | <input type="checkbox"/> Have a better social security plan at work (pension, life insurance or health insurance plans). |
| (71) Have to deal directly with fewer people in the company to get my work done. <input type="checkbox"/> | or
12 | <input type="checkbox"/> Being given the responsibility (i.e. being held responsible) for a greater number of important decisions. |
| (72) Have more efficient work equipment and installations. <input type="checkbox"/> | or
13 | <input type="checkbox"/> Have more power and authority in my job. |
| (73) Have more attractive and pleasant physical work surroundings. <input type="checkbox"/> | or
14 | <input type="checkbox"/> Have greater possibility of developing close friendships at work. |
| (74) Have greater possibility of being appreciated for my work. <input type="checkbox"/> | or
15 | <input type="checkbox"/> Have more opportunity to specialize in the job area I like best (i.e. accounting, training, purchasing, maintenance, assembly operations, etc.). |
| (75) Have a better social security plan at work (pension, life insurance or health insurance plans). <input type="checkbox"/> | or
16 | <input type="checkbox"/> Have more opportunity to train and develop my subordinates for responsible positions in the company. |
| (76) Being given the responsibility (i.e. being held responsible) for a greater number of important decisions. <input type="checkbox"/> | or
17 | <input type="checkbox"/> Have more possibility of being appreciated for myself, as a person. |
| (77) Have more power and authority in my job. <input type="checkbox"/> | or
18 | <input type="checkbox"/> Have to deal directly with fewer people in the company to get my work done. |
| (78) Have fewer people to please, being less exposed to criticism. <input type="checkbox"/> | or
19 | <input type="checkbox"/> Have more efficient work equipment and installations. |
| (79) Have greater possibility of developing close friendships at work. <input type="checkbox"/> | or
20 | <input type="checkbox"/> Have more assurance that I can remain on this job, as long as I want to. |
| (80) Have more opportunity to specialize in the job area I like best (i.e. accounting, training, purchasing, maintenance, assembly operations, etc.). <input type="checkbox"/> | or
21 | <input type="checkbox"/> Have a better social security plan at work (pension, life insurance or health insurance plans). |
| (81) Have more opportunity to train and develop my subordinates for responsible positions in the company. <input type="checkbox"/> | or
22 | <input type="checkbox"/> Being given the responsibility (i.e. being held responsible) for a greater number of important decisions. |
| (82) Have more possibility of being appreciated for myself, as a person. <input type="checkbox"/> | or
23 | <input type="checkbox"/> Have more power and authority in my job. |

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| (83) Have to deal directly with fewer people in the company to get my work done. <input type="checkbox"/> | or
24 | <input type="checkbox"/> Have fewer people to please, being less exposed to criticism. |
| (84) Have more efficient work equipment and installations. <input type="checkbox"/> | or
25 | <input type="checkbox"/> Have fewer worries, tensions and troubles. |
| (85) Being given the responsibility (i.e. being held responsible) for a greater number of important decisions. <input type="checkbox"/> | or
26 | <input type="checkbox"/> Have more opportunity to specialize in the job area I like best (i.e. accounting, training, purchasing, maintenance, assembly operations, etc.). |
| (86) Have more power and authority in my job. <input type="checkbox"/> | or
27 | <input type="checkbox"/> Have more opportunity to train and develop my subordinates for responsible positions in the company. |
| (87) Have fewer people to please, being less exposed to criticism. <input type="checkbox"/> | or
28 | <input type="checkbox"/> Have more possibility of being appreciated for myself, as a person. |
| (88) Have fewer worries, tensions and troubles. <input type="checkbox"/> | or
29 | <input type="checkbox"/> Have to deal directly with fewer people in the company to get my work done. |
| (89) Have more attractive and pleasant physical work surroundings. <input type="checkbox"/> | or
30 | <input type="checkbox"/> Have more efficient work equipment and installations. |
| (90) Have greater possibility of developing close friendships at work. <input type="checkbox"/> | or
31 | <input type="checkbox"/> Have more definite and regular working hours. |
| (91) Have more opportunity to specialize in the job area I like best (i.e. accounting, training, purchasing, maintenance, assembly operations, etc.). <input type="checkbox"/> | or
32 | <input type="checkbox"/> Have more power and authority in my job. |
| (92) Have more opportunity to train and develop my subordinates for responsible positions in the company. <input type="checkbox"/> | or
33 | <input type="checkbox"/> Have fewer people to please, being less exposed to criticism. |
| (93) Have more possibility of being appreciated for myself, as a person. <input type="checkbox"/> | or
34 | <input type="checkbox"/> Have fewer worries, tensions and troubles. |
| (94) Have to deal directly with fewer people in the company to get my work done. <input type="checkbox"/> | or
35 | <input type="checkbox"/> Have more attractive and pleasant physical work surroundings. |
| (95) Have more efficient work equipment and installations. <input type="checkbox"/> | or
36 | <input type="checkbox"/> Have more opportunity to devote all my energies and personal resources to my work. |
| (96) Have fewer people to please, being less exposed to criticism. <input type="checkbox"/> | or
37 | <input type="checkbox"/> Have more opportunity to specialize in the job area I like best (i.e. accounting, training, purchasing, maintenance, assembly operations, etc.). |
| (97) Have fewer worries, tensions and troubles. <input type="checkbox"/> | or
38 | <input type="checkbox"/> Have more opportunity to train and develop my subordinates for responsible positions in the company. |
| (98) Have more attractive and pleasant physical work surroundings. <input type="checkbox"/> | or
39 | <input type="checkbox"/> Have more possibility of being appreciated for myself, as a person. |
| (99) Have more opportunity to devote all my energies and personal resources to my work. <input type="checkbox"/> | or
40 | <input type="checkbox"/> Have to deal directly with fewer people in the company to get my work done. |

QUESTIONNAIRE 10

The purpose of this questionnaire is to get your impressions about certain things or ideas. To get this information, we would like you to judge or evaluate each idea or thing by using pairs of adjectives. Each pair of adjectives is accompanied by a seven (7) point scale or "yardstick". Here is an example where the IDEA to judge or evaluate is: "FAMILY LIFE" and where the pair of adjectives is: Good — Bad.

FAMILY LIFE

Good : 1 : 2 : 3 : 4 : 5 : 6 : 7 : Bad

Here is how you are to use these scales. We want you to indicate what "FAMILY LIFE" means to you by circling one of the numbers on the scale that accompanies each pair of adjectives.

If you feel that "FAMILY LIFE" is very closely related to the adjective "Good", you should answer by circling the number 1 as follows:

FAMILY LIFE

Good : ① : 2 : 3 : 4 : 5 : 6 : 7 : Bad

If you feel that "FAMILY LIFE" is very closely related to the adjective "Bad", you should answer by circling the number 7 as follows:

FAMILY LIFE

Good : 1 : 2 : 3 : 4 : 5 : 6 : ⑦ : Bad

If you feel that "FAMILY LIFE" is fairly closely related (but not very closely related) to the adjective "Good", you should answer by circling the number 2 as follows:

FAMILY LIFE

Good : 1 : ② : 3 : 4 : 5 : 6 : 7 : Bad

If on the other hand you feel that "FAMILY LIFE" is fairly closely related (and not very closely related) to the adjective "Bad", you should answer by circling the number 6 as follows:

FAMILY LIFE

Good : 1 : 2 : 3 : 4 : 5 : ⑥ : 7 : Bad

If you feel that "FAMILY LIFE" is only slightly related to the adjective "Good", you should answer by circling the number 3 as follows:

FAMILY LIFE

Good : 1 : 2 : ③ : 4 : 5 : 6 : 7 : Bad

If on the other hand you feel that "FAMILY LIFE" is only slightly related to the adjective "Bad", you should answer by circling the number 5 as follows:

FAMILY LIFE
 Good : 1 : 2 : 3 : 4 : ⑤ : 6 : 7 : Bad

The number you choose depends upon which of the two adjectives seems most characteristic of the impression you have of the idea or thing you are evaluating.

If you feel that "FAMILY LIFE" is no more related to "Good" than it is to "Bad", you should answer by circling the number 4 as follows:

FAMILY LIFE
 Good : 1 : 2 : 3 : ④ : 5 : 6 : 7 : Bad

You are to answer in exactly the same manner for each pair of adjectives, that you find under each concept.

IMPORTANT —

- (1) **MAKE SURE YOU CIRCLE CLEARLY THE NUMBER THAT CORRESPONDS TO YOUR ANSWER.**
- (2) **BE SURE TO GIVE AN ANSWER FOR EACH PAIR OF ADJECTIVES, DO NOT OMIT ANY.**
- (3) **NEVER CIRCLE MORE THAN ONE NUMBER PER PAIR OF ADJECTIVES.**

Work fairly rapidly through this questionnaire. Do not worry too much over individual questions. It is your first impression that we want. On the other hand, please do not answer carelessly. If certain scales appear to be unrelated to the idea or thing to be evaluated, we would like you to give an answer anyway.

1 1 3 2 — — — — — —

Circle the number that corresponds to your answer.

- | | | FAMILY LIFE | | |
|----|-------------|----------------------------------|---|------------|
| 11 | good | <u>1 : 2 : 3 : 4 : 5 : 6 : 7</u> | : | bad |
| 12 | unimportant | <u>1 : 2 : 3 : 4 : 5 : 6 : 7</u> | : | important |
| 13 | unnecessary | <u>1 : 2 : 3 : 4 : 5 : 6 : 7</u> | : | necessary |
| 14 | practical | <u>1 : 2 : 3 : 4 : 5 : 6 : 7</u> | : | idealistic |
| 15 | undesirable | <u>1 : 2 : 3 : 4 : 5 : 6 : 7</u> | : | desirable |

Circle the number that corresponds to your answer.

LARGE INDUSTRY

- 16 good : 1 : 2 : 3 : 4 : 5 : 6 : 7 : bad
- 17 unimportant : 1 : 2 : 3 : 4 : 5 : 6 : 7 : important
- 18 honest : 1 : 2 : 3 : 4 : 5 : 6 : 7 : dishonest
- 19 unnecessary : 1 : 2 : 3 : 4 : 5 : 6 : 7 : necessary
- 20 practical : 1 : 2 : 3 : 4 : 5 : 6 : 7 : idealistic
- 21 undesirable : 1 : 2 : 3 : 4 : 5 : 6 : 7 : desirable
- 22 English : 1 : 2 : 3 : 4 : 5 : 6 : 7 : French
- 23 human : 1 : 2 : 3 : 4 : 5 : 6 : 7 : inhuman

Circle the number that corresponds to your answer.

TO BE PERSONAL

- 24 good : 1 : 2 : 3 : 4 : 5 : 6 : 7 : bad
- 25 unimportant : 1 : 2 : 3 : 4 : 5 : 6 : 7 : important
- 26 honest : 1 : 2 : 3 : 4 : 5 : 6 : 7 : dishonest
- 27 unnecessary : 1 : 2 : 3 : 4 : 5 : 6 : 7 : necessary
- 28 practical : 1 : 2 : 3 : 4 : 5 : 6 : 7 : idealistic
- 29 undesirable : 1 : 2 : 3 : 4 : 5 : 6 : 7 : desirable
- 30 human : 1 : 2 : 3 : 4 : 5 : 6 : 7 : inhuman

Circle the number that corresponds to your answer.

MONEY

- 31 good : 1 : 2 : 3 : 4 : 5 : 6 : 7 : bad
- 32 unimportant : 1 : 2 : 3 : 4 : 5 : 6 : 7 : important
- 33 honest : 1 : 2 : 3 : 4 : 5 : 6 : 7 : dishonest
- 34 unnecessary : 1 : 2 : 3 : 4 : 5 : 6 : 7 : necessary
- 35 practical : 1 : 2 : 3 : 4 : 5 : 6 : 7 : idealistic
- 36 undesirable : 1 : 2 : 3 : 4 : 5 : 6 : 7 : desirable
- 37 English : 1 : 2 : 3 : 4 : 5 : 6 : 7 : French
- 38 human : 1 : 2 : 3 : 4 : 5 : 6 : 7 : inhuman

Circle the number that corresponds to your answer.

SMALL INDUSTRY

- 39 good : 1 : 2 : 3 : 4 : 5 : 6 : 7 : bad
- 40 unimportant : 1 : 2 : 3 : 4 : 5 : 6 : 7 : important
- 41 honest : 1 : 2 : 3 : 4 : 5 : 6 : 7 : dishonest
- 42 unnecessary : 1 : 2 : 3 : 4 : 5 : 6 : 7 : necessary
- 43 practical : 1 : 2 : 3 : 4 : 5 : 6 : 7 : idealistic
- 44 undesirable : 1 : 2 : 3 : 4 : 5 : 6 : 7 : desirable
- 45 English : 1 : 2 : 3 : 4 : 5 : 6 : 7 : French
- 46 human : 1 : 2 : 3 : 4 : 5 : 6 : 7 : inhuman

Circle the number that corresponds to your answer.

TO WORK FOR THE WELFARE OF SOCIETY

- 47 good : 1 : 2 : 3 : 4 : 5 : 6 : 7 : bad
- 48 unimportant : 1 : 2 : 3 : 4 : 5 : 6 : 7 : important
- 49 honest : 1 : 2 : 3 : 4 : 5 : 6 : 7 : dishonest
- 50 unnecessary : 1 : 2 : 3 : 4 : 5 : 6 : 7 : necessary
- 51 practical : 1 : 2 : 3 : 4 : 5 : 6 : 7 : idealistic
- 52 undesirable : 1 : 2 : 3 : 4 : 5 : 6 : 7 : desirable
- 53 English : 1 : 2 : 3 : 4 : 5 : 6 : 7 : French
- 54 efficient : 1 : 2 : 3 : 4 : 5 : 6 : 7 : inefficient
- 55 human : 1 : 2 : 3 : 4 : 5 : 6 : 7 : inhuman

Circle the number that corresponds to your answer.

GENERAL CULTURE (Literature,
Arts, History, Philosophy, etc.)

- 56 good : 1 : 2 : 3 : 4 : 5 : 6 : 7 : bad
- 57 unimportant : 1 : 2 : 3 : 4 : 5 : 6 : 7 : important
- 58 unnecessary : 1 : 2 : 3 : 4 : 5 : 6 : 7 : necessary
- 59 practical : 1 : 2 : 3 : 4 : 5 : 6 : 7 : idealistic
- 60 undesirable : 1 : 2 : 3 : 4 : 5 : 6 : 7 : desirable
- 61 English : 1 : 2 : 3 : 4 : 5 : 6 : 7 : French
- 62 efficient : 1 : 2 : 3 : 4 : 5 : 6 : 7 : inefficient
- 63 human : 1 : 2 : 3 : 4 : 5 : 6 : 7 : inhuman

Circle the number that corresponds to your answer.

PROFIT

- 64 good : 1 : 2 : 3 : 4 : 5 : 6 : 7 : bad
- 65 unimportant : 1 : 2 : 3 : 4 : 5 : 6 : 7 : important
- 66 honest : 1 : 2 : 3 : 4 : 5 : 6 : 7 : dishonest
- 67 unnecessary : 1 : 2 : 3 : 4 : 5 : 6 : 7 : necessary
- 68 practical : 1 : 2 : 3 : 4 : 5 : 6 : 7 : idealistic
- 69 undesirable : 1 : 2 : 3 : 4 : 5 : 6 : 7 : desirable
- 70 English : 1 : 2 : 3 : 4 : 5 : 6 : 7 : French
- 71 human : 1 : 2 : 3 : 4 : 5 : 6 : 7 : inhuman

Circle the number that corresponds to your answer.

TO BE IMPERSONAL

- 72 good : 1 : 2 : 3 : 4 : 5 : 6 : 7 : bad
- 73 honest : 1 : 2 : 3 : 4 : 5 : 6 : 7 : dishonest
- 74 unnecessary : 1 : 2 : 3 : 4 : 5 : 6 : 7 : necessary
- 75 practical : 1 : 2 : 3 : 4 : 5 : 6 : 7 : idealistic
- 76 undesirable : 1 : 2 : 3 : 4 : 5 : 6 : 7 : desirable
- 77 human : 1 : 2 : 3 : 4 : 5 : 6 : 7 : inhuman



